

2018 Community Assessment



Moorhead, Minnesota

Prepared by in the NDSU Community Assessment course (SOC 404/604), December 2018.

Community Assessment of Moorhead, MN

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Chapter One: Defining the Community



Photograph 1.1. Red River of the North, Moorhead, MN.
Source: Behymer, Jamie. (2018, Oct. 2).

Jamie Behymer, Nick Birkhimer, Puja Djafari, & Luke Hillerson

Knowledge about any type of community can be captured through the use of asset-based community development. Community assessment is a process that identifies important information about a community and determines how to mobilize the prominent features and capitalize on resources available. By performing a community assessment, strengths and weaknesses within a community must be addressed to create and achieve a prosperous community (Sharpe, Greaney, Lee & Royce, 2000).

The purpose of this research project is to objectively provide an overview and asset-based assessment of the Moorhead, Minnesota community. This research was guided through the use of the Community Capitals Framework (CCF) developed by Cornelia and Jan Flora. See Figure 1.1 for more information about each ‘capital’ within the Community Capitals Framework. Research and writing for this project was completed by graduate and undergraduate students in Sociology 404/604: Community Assessment at North Dakota State University under the direct guidance of Professor Dr. Gary Goreham.

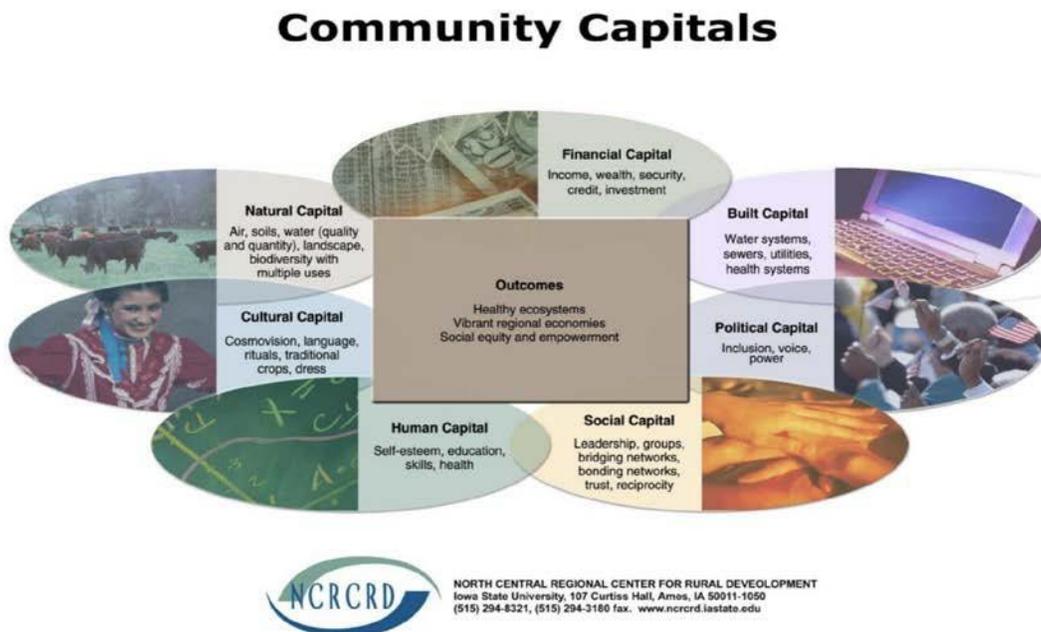
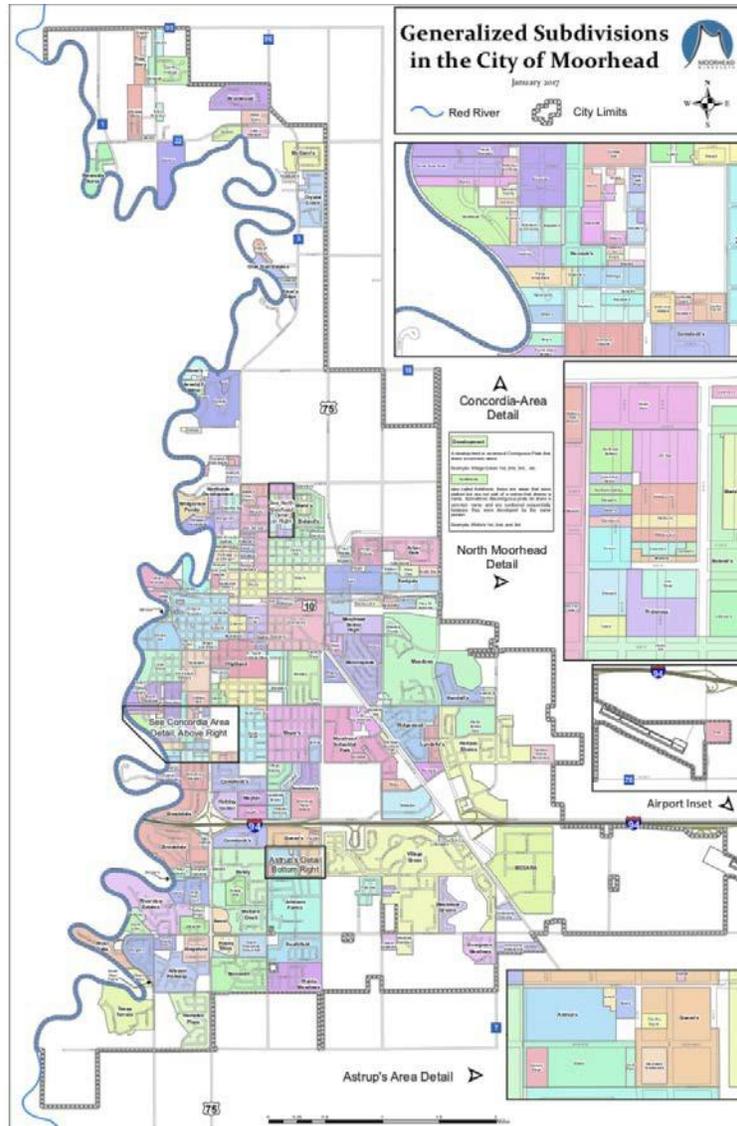


Figure 1.1. Community Capitals Framework.
Source: Flora, Flora, & Gasteyer. (2016).

Community

For the purpose of this project, community will be defined as “a shared sense of place. This sense of place involved relationships with the people, cultures, and environments, both natural and built, associated with a particular area,” (Flora, Flora, & Gasteyer 2016, p.8). A community can also be described as “people in social interaction, who live in a geographical area and have one or more common ties,” (Hillary, 1955, p.119). Individuals in Moorhead described how citizens often define their community through use of school zones and residential districts. The school areas serve as the main form of establishing where individuals reside within the city and offer a sense of connection to other citizens, as shown below in Map 1.1.



Map 1.1. Generalized Subdivisions in the City of Moorhead, Moorhead, MN.
 Source: City of Moorhead. (2018). Departments Page.

Moorhead is a community with over 43,000 people and the 21st largest city in the state, based on population (Moorhead MN Population, 2018). In 1871, the city came into fruition after William Garroway Moorhead, an official for the Northern Pacific Railroad, a transportation system filed directly through the center of the city, declared it a new city. The land throughout the area is described as “flat and rich,” as it sits above a lakebed of Lake Agassiz, a glacier drained around 10,000 years ago (Upham, 1920, p.117). The city shares its boundary lines with Fargo, North Dakota, a city with over 100,000 residents, which means this city is considered part of an urbanized area. An urbanized area is considered an area with more than 50,000 (Flora & Flora, 2013). With a variety of locations to shop, historical sites to visit, and croplands to farm, this city offers a lifestyle to a diverse group of individuals.

Community Capitals Framework

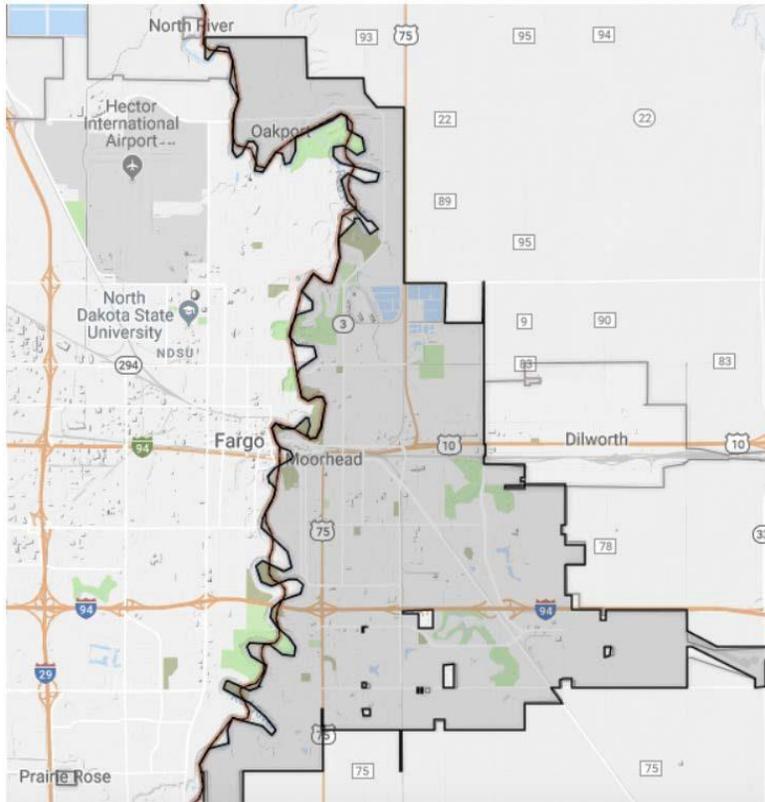
There are a variety of components that make-up a community including community capitals. According to Flora, Flora & Gasteyer (2016) community capitals come to life when community assets are invested to create new resources. The CCF categorizes both tangible and intangible items that make up a community. Each capital, described below, has its own chapter in this report.

- Natural capital: Includes items like air, water, land, and the quality of soil in an area. These natural capitals are “the basis of all other capitals” (Flora et al., 2016, p.15).
- Cultural capital: Includes languages, rituals, and traditions and shapes perspectives of community residents on the world and the city. It can be methodologies, values or other type of perspectives (Flora et al., 2016, p.16).
- Human capital: Includes the “capabilities and potentials of the individuals” in a community. These can describe inclusion, health, and self-esteem (Flora et al., 2016, p.16).
- Social capital: Includes “mutual trust, reciprocity, groups, collective identity, working together, and a sense of a shared future. Leadership, group activities, and networking would fall under the definition of social capital (Flora et al., 2016, p.16).
- Political capital: Includes the “ability of a community to turn its norms and values into standards, which are then translated into rules and regulations that determine the distribution of resources. Political capital is also mobilized to ensure that those rules, regulations, and resource distributions are (or are not) enforced,” (Flora et al., 2016, p.16).
- Financial capital: Includes financial resources in all forms, such as income, wealth, and investment (Flora et al., 2016, p.16).
- Built capital: Includes all that is human-built buildings, infrastructure, utility lines, and chemicals (Flora et al., 2016 p.16).

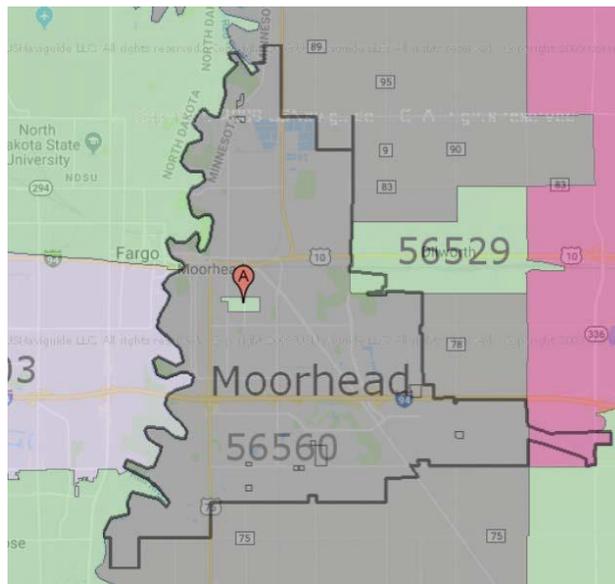
Boundaries

Moorhead is a town nestled against the Red River, a geographical landmark that separates this community from its sister city, Fargo, ND. The eastern side of the city is bordered by Dilworth, MN. The city spans 19.8 square miles through Clay County and resides at 898 feet above sea level (Upham, 1920, p.117). Two major roads for travel run directly through the city including Interstate 94 and Highway 10 and both run east-west (Map 1.2).

There are three zip codes in the city of Moorhead including 56560, 56529, and 56563, a zip code specifically designated to Minnesota State University – Moorhead (Map 1.3). Downtown Moorhead is located right along the east side of the Red River and borders Downtown Fargo in North Dakota.



Map 1.2. Boundary Lines, Moorhead, MN
Source: Google Maps. (n.d.).



Map 1.3. Zip Codes, Moorhead, MN
Source: ZipMap. (n.d.).

Definitions of Community

Community of Place: A community of place pertains “to the geopolitical boundaries” of an area (Flora et al., 2016, p.14). This includes the maps describing the residential and zip code areas of Moorhead, the connection to the Red River, and other locations throughout the city.

Community of Interest: A community of interest is a community of “people who share a common interest or passion” (Flora et al., 2016, p.14). Residents in Moorhead show comradery through many outdoor activities. Settled against the bank of the Red River, citizens spend time outdoors fishing. There are also several parks with baseball fields, bike paths, and space to ski in the winter months. The City of Moorhead itself has over 45 different community, neighborhood, and regional parks within its borders (Parks & Recreation).

While the land of the city appeals to its residents, the history of different buildings throughout Moorhead define the community and attract their citizens. Moorhead is home to the first Dairy Queen to sell Dilly Bars and currently boasts one of the only Dairy Queens across the nation that is under an original contract signed in 1949. Their franchise sells items that cannot be found at other restaurants and serves a plentiful crowd between their peak season, which runs from March to November (A Dilly, 2012).

Community of Identity: A community of identity is defined as “a group of people with a shared sense of identity” (Flora et al., 2016, p.14). Those who live in Moorhead identify as people of the F-M area. As a smaller city closely connected with Fargo, the two are often collaborate on activities and share ownership of names to provide services for their residents. Citizens also identify with the areas they reside in the community and the neighborhood/school districts they correlate to.

Community of Practice: A community of practice is “a group of people who share a craft or profession,” (Seiler & Helldin, 2015). In Moorhead, individuals in the community demonstrate a community of practice through governmental programs. With four colleges in the city and a younger population, with the median age at 28-years-old accounting for half of the total population, the city is prepared to see some growth in the next few years. To work together and improve park programs, road construction, home building, and other assets for the development of the community, individuals meet with their local officials to ensure these items are accounted for. By offering the opportunity to serve voluntarily on a committee or to meet with city council, the stories, experiences, and facts of those in this area can join together to make a collective difference for the future of the city.

Personal Relationship

Residents and students of Fargo create strong ties with the Moorhead community. With access to Moorhead’s shops, restaurants, and roadways that run parallel through Fargo, members of the Fargo community interact with Moorhead often. With this city, Fargo residents are accustomed to Moorhead residents and their presence but take pride in learning more about their infrastructure and the opportunities they bring to others within our larger metropolitan area.

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Chapter Two: Methods



Photograph 2.1. “Framing Moorhead” City Center Mall Parking Ramp, Moorhead, MN.
Source: Bertsch, Bob. (2018).

Bob Bertsch, Samantha Gould, & Siyad Hassan

Our assessment of the Moorhead community is rooted in the Community Capitals Framework (CCF). The assessment was conducted using a mixed methods approach to study each of the seven capitals (see Chapter 1) defined by Flora, Flora and Gasteyer (2016). Mixed methods research includes both quantitative research, which is based in empirical investigation through statistical techniques, and qualitative research, which is based on gathering non-numerical data to understand social phenomena. Assessing each capital, should provide insight into how each capital, individually and together, “contribute to and detract from sustainable communities” (Flora, Flora & Gasteyer, 2016, p.15).

Data Collection

The study utilizes direct observation, photographic data, interviews, secondary data, and documentary data to identify assets related to each of the seven community capitals. Below are key data types that will be used throughout the chapters.

Direct Observation - Direct observation is the process of simply sitting and observing one’s surroundings. In direct observation, researchers go into the field and record their observations, usually without directly confronting situations or individuals. In this assessment, we observed the community through windshield reconnaissance (driving around and noting our observations) and participant observations (observing people in public place, events and meetings).

Documentary Data - Documentary data is written material that can provide insight about the community. Important documents in this study include city plans, maps, meeting minutes and newspapers.

Interviews - Interviews allow researchers to speak directly with subjects to gather their opinions, reflections and stories. We conducted both formal interviews, scheduled interviews with targeted subjects and pre-planned questions, and informal interviews, impromptu interviews with subjects of opportunity and unplanned questions.

Photographic Data - Photographic data is a method of recording events, landmarks and general information simply by capturing the moment in a photo or video. The process allows researchers to capture specific moments, locations and subjects. A photograph can capture details that can easily be glossed over or abandoned in writing.

Secondary Data - Secondary data is information already recorded and documented for previous use. In this assessment, secondary data was used to determine and display the analytics and quantitative statistics of the city, giving an in-depth glimpse into Moorhead.

Table 2.1: Research Data by Chapter

Chapter	Data Sources
Defining the Community	<ul style="list-style-type: none"> ● Photographic data ● Secondary data
Natural Capital	<ul style="list-style-type: none"> ● Direct observation ● Photographic data ● Secondary data
Cultural Capital	<ul style="list-style-type: none"> ● Direct observation ● Documentary data ● Interviews ● Secondary data

Human Capital	<ul style="list-style-type: none"> ● Documentary data ● Interviews ● Secondary data
Social Capital	<ul style="list-style-type: none"> ● Documentary data ● Interviews ● Secondary data
Political Capital	<ul style="list-style-type: none"> ● Documentary data ● Interviews ● Secondary data
Financial Capital	<ul style="list-style-type: none"> ● Interviews ● Secondary data
Built Capital	<ul style="list-style-type: none"> ● Direct observation ● Interviews ● Photographic data ● Secondary data
City Government	<ul style="list-style-type: none"> ● Interviews ● Documentary data ● Secondary data
Local Development Organizations	<ul style="list-style-type: none"> ● Interviews ● Secondary data
Food System Resilience	<ul style="list-style-type: none"> ● Documentary data ● Interviews ● Secondary data

Data Analysis

Using the mixed methods approach, we analyzed each type of data using the analytical methods best suited for that type of data. Findings resulting from the analysis were validated through triangulation. Triangulation is a technique for cross-validating data points from two or more sources.

Methodological Issues

Each of the methods we used in this study are subject to different issues. The use of triangulation in our analysis should have mitigated any effect these issues had in the findings. Triangulation is a technique for validating data by cross-referencing multiple sources. This technique was especially important in the use of interviews and direct observation. Data collected using those methods was verified by triangulating it with other sources of data.

Ethical Issues

We are committed to protecting the rights, safety and welfare of the people who participate in our study. Every researcher involved in this project has completed training on protecting the rights and welfare of research participants from the North Dakota State University Institutional Review Board (IRB). Documentation of IRB training is available upon request.

Code of Ethics

Each member of our research team also pledged to act in accordance with the code of ethics below.

We are dedicated to:

- Engaging in democratic participation and inclusion.
- Respecting each person's power and autonomy.
- Recognizing bias and working toward equity.
- Practicing empathy and love.

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Chapter Three: Cultural Capital



Photograph 3.1. Hjemkomst Center, Moorhead, MN.
Source: Historical and Cultural Society of Clay County. (2017).

Nicholas Myhre, Barameer Okumu, & McKaia Ryberg,

According to Flora, Flora and Gasteyer, cultural capital: “determines a group’s worldview, how it sees the world, how the seen is connected to the unseen, what is taken for granted, what is valued, and what things a group thinks are possible to change. Cultural hegemony allows one social group to impose its worldview, symbols, and reward system on other groups” (Flora, Flora and Gasteyer 2016, p.16). Once identified, cultural capital can be observed and identified through several different assets, historic stories, situations, conflicts, and opportunities in the community of Moorhead.

Moorhead shows cultural capital aspects through various events and assets in the community. The following chapter outlines a description of the cultural capital that has been found in the City of Moorhead, Minnesota. Because of Moorhead’s close geographical location to Fargo, North Dakota, some elements of their cultural capital either connects, relates, or shares with the community of Fargo.

Community History

Moorhead was founded in 1871 and named after William G. Moorhead. William Moorhead was one of the directors of the Northern Pacific Railroad. According to the City of Moorhead’s public website this particular railroad is significant to the history of Moorhead because it “provided the stimulus for economic and population growth in the Moorhead area.” (2018, para. 1). The location of the City of Moorhead was decided because this is where the Northern Pacific Railroad first crossed the Red River. The river was important for economic and cultural attractions and additionally served as a transfer point for items and passengers between the Twin Cities (Minneapolis and St. Paul, MN) and Winnipeg, Manitoba. Because of traffic on the river and the amount of travel from St. Cloud, MN to gain access to the river, the city began to quickly populate, the mid to late 1800s was seen as a pivotal and important location for transportation and goods.

Moorhead was officially incorporated to the state of Minnesota in 1881 and later in the 1880’s added public utilities including: electric, water, sewer, fire and police services. Additionally, during this time period Moorhead earned the title of “Sin City” because it had over 100 bars and the neighboring city of Fargo had none, due to the city not allowing the sale of alcohol. (City of Moorhead, 2018).

Significant Families/Individuals. Already identified, William G. Moorhead was certainly a prominent figure in Moorhead’s history and present day culture, because of his last name and his influence with the original settlement of the city. His legacy will be remembered for the future. In addition, perhaps the most historically significant name in the Moorhead community is Solomon G. Comstock. Comstock (1842- 1933). Comstock was one of Moorhead’s first citizens. He served as U.S. Representative from Minnesota as a member of the 51st Congress of the United States. Comstock built his historic Queen Anne/Eastlake-style Victorian home in 1882-1883 and is a historic house museum and “one of the twenty-six historic sites owned by the Minnesota Historical Society.” (Eidem, 2018). Below is a photo of the Comstock house. (Photograph 3.1).



Photograph 3.2. Comstock House, Moorhead, MN.
Source: McGhievers. (2013, Sep. 23). Licensed under Moorhead: Wikimedia Commons.

Race, Ethnicity & Gender

Race and Ethnicity statistics. According to the U.S. Census Bureau's estimates of 2017, Moorhead has a predominantly White population with a 90.7% of the population identifying as White. In contrast, the State of Minnesota has a White population of 84.4%, so the City of Moorhead has a slightly less diverse population. The second highest percentage for race in Moorhead is Black/African American. This 2.8% is below the state's racial makeup for the Black population coming in at 6.5%. Note, that the ethnic group of Hispanic or Latino shows that 5% of Moorhead's community identify with this ethnic group. The most unrepresented racial group in the City of Moorhead is Native Hawaiian & Other Pacific Islander at 0.1%, however this is not uncommon as the state of Minnesota shows that only 0.1% of their population also identifies as Native Hawaiian & Other Pacific Islander. It is important to keep in mind what some individuals identify with more than one ethnic or racial group. A little over three percent of Moorhead's population identify as being part of two or more races, which can result in a margin of error in the racial population statistics. The following chart presents a visual for the different Race and Ethnic origins for the community of Moorhead in comparison to the state of Minnesota. (Figure 3.1; Appendix Table 3.1).

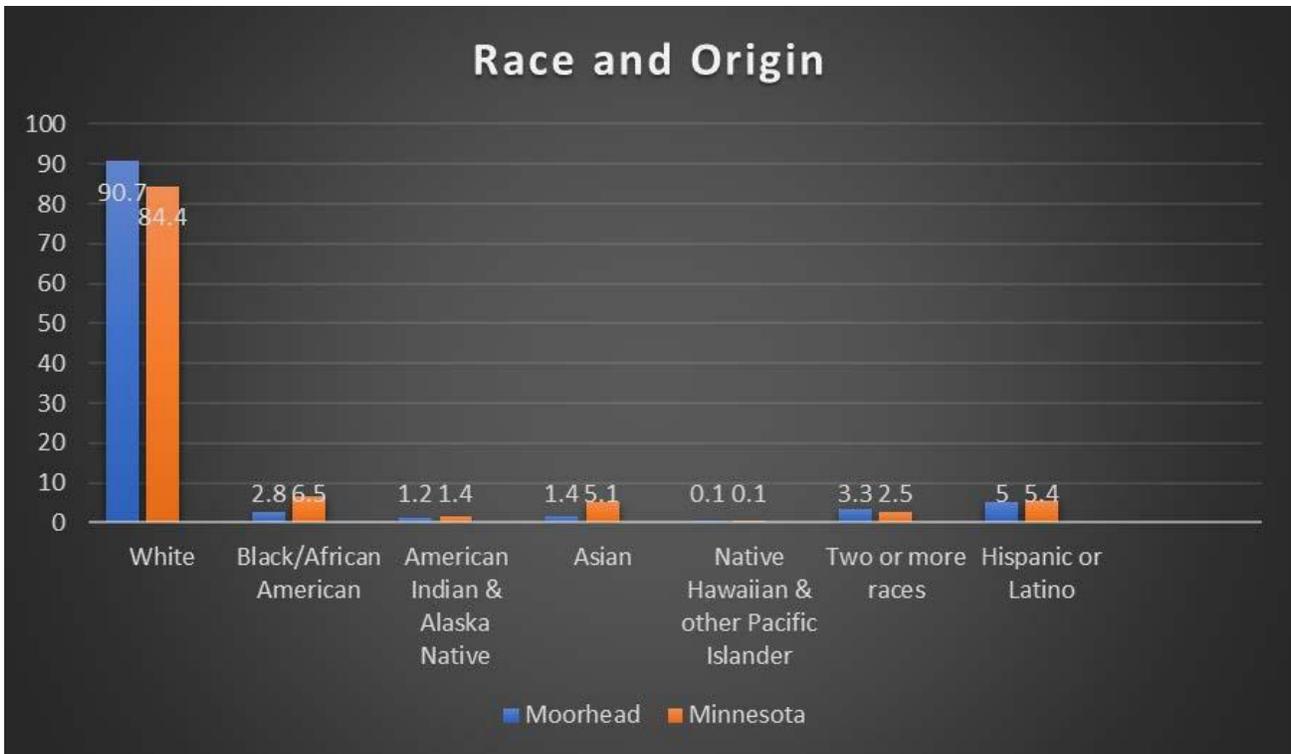


Figure 3.1. Moorhead Race and Origin, Moorhead, MN.

Source: U.S. Census Bureau. (2018). Data retrieved from:

<https://www.census.gov/quickfacts/fact/table/moorheadcityminnesota/PST045217>

Gender/sex statistics. Also found from the U.S. Census Bureau database are the estimated statistics on sex of the population. In Moorhead, 51% of the population are female and 49% male. Compared to the state of Minnesota, females in Minnesota also hold the majority of the population but by slightly less of a gap than found in Moorhead (50.2% (women) compared to 49.8% male).

Racial history and key events. On April 5th, 1976, 30 black students held a demonstration at Concordia during their chapel service for unfair treatment by teachers and additional students/peers. At the time there were only 57 black students at Concordia College out of the reported 2,400 students. Before the 1967 influx of Black students, there was very little contact with students of a different race. In 1981, there were only 23 Black students on the Concordia campus. However, due to the Black Campus Movement, multiculturalism and diversity became a part of campus life and overall learning experience. The Black Campus Movement affected all schools in Moorhead and schools throughout the nation. (Cooley, 2016). Today, Concordia College emphasizes their action to strive for diversity and include diversity as one of their vision and mission statements. Below is a visual showing the most current reported racial makeup of the campus. (Figure 3.2; Appendix 3.2).

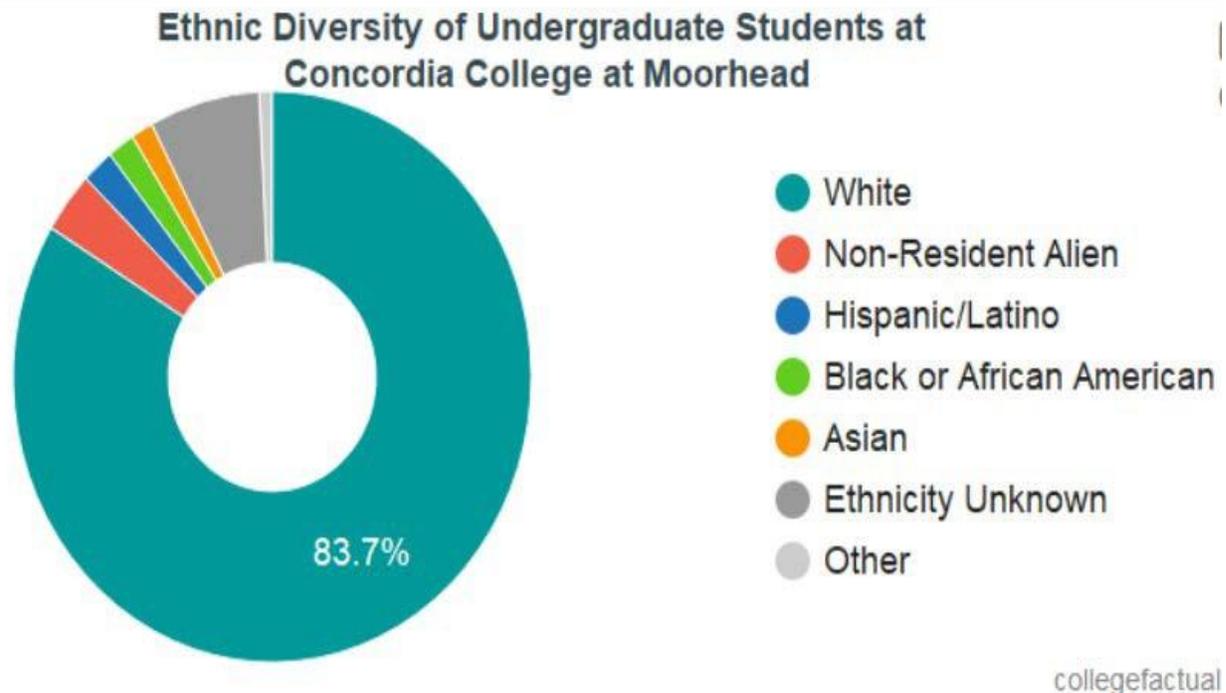


Figure 3.2. Ethnic Diversity of Undergraduate Students at Concordia College.
 Source: CollegeFactual. (2018). *Los Angeles: Media Factual Sources*.

A more recent event of racial clashes has arisen in the Moorhead public schools. According to reporter Kim Hyatt, students of color, specifically African Americans and/or Native Americans have been getting disciplined differently from other students. There have been many claims from students, peers, parents and family members that are remarking on the different disciplinary actions that seem to be happenign based on the race of the student. The school district will now begin to review the disciplinary actions, provide standards, and to look at the complaints and the reports and determine if disciplinary action was justified. The school district is also agreeing to be required to give semi-annual reports, this coming February of 2019 will be the first report of disciplinary actions. (CollegeFactual, 2018).

Reconciliation steps. The community of Fargo-Moorhead has a Cultural Resource Center which works in outreach with Universities, schools, the city, and other third party organizations to help mend cultural tensions and presents cultural events in both Fargo and Moorhead. Their site has additional tools including education on diversity, programs, resources, and contact. This is one prominent organization within the community that is essential to the reconciliation of cultural dissonance. An example of an event that is put on by the Cultural Resource Center is shown below.



Photograph 3.3. Pangea Cultivate Our Cultures, Moorhead, MN.
Source: Cultural Resource Center. (2018). *Published in: Moorhead: Cultural Diversity Resources.*

Cultural Capital and Challenges

Cultural conflicts. An individual employed by the Cultural Resource Center, revealed some conflicts that the Cultural Resource Center sees prevalent. Stated by the source: “Like most places in Minnesota, there are cultural conflicts with Native Americans. In Moorhead, there is more conflict perhaps than other areas because there are no reservations close to the Moorhead area, and this may not let them practice their tribal beliefs.” (Anonymous, 2018). This is a limitation for the Native American population and the source identified this issue as being a conflict not against other racial or ethnic groups, but a conflict that is against the geography of the community and the one racial group.

Additionally, the source at the Cultural Resource Center stated: “I wouldn’t say that there are any cultural groups in vying for domination but a cultural group that is gaining in numbers in the area, is the Black community. The ration from White to African American people is definitely smaller than it used to be. For some of the people that have lived in the Moorhead area all of their lives, this might cause some future conflict. However, the conflict now is not too bad.” As shown in Figure 3.1, the White population in Moorhead is drastically higher than the Black population, but the source from the Cultural Resource Center suggests that the Black and Muslim community is still growing which can project future growth. As for the current ratio, the source says: “The only reason that is causing conflict is because this is a change for them since when they were young, Moorhead was a majority white community.” (Anonymous, 2018). Some of this may be attributed to the early history of the community of Moorhead in the relation to the

Bonanza farms. According to the Fargo History Project, beginning in 1875, four years after the City of Moorhead was formally founded, Bonanza farms began to pop up along the Red River Valley which is the physical river which separates the Fargo and Moorhead communities. “these farms were acquired through railroad bonds”. These farms were essentially a large agricultural monopoly. (2018, para. 1). Sam Moore writes on The Farm Collector’s website that the massive farming operations, Bonanza farms, in the Red River Valley are likely to be the first of their kind in the Midwest. These bonanza farms were predominantly, if not all, owned by white males. And the diversity that was found on these operations came from the migrant workers from the Southern states of Hispanic background that did the heavy labor (Moore, 2010).

Cultural legacy. As previously mentioned, as the racial and ethnic demographics shift between generations there may be room for more conflict. The source at the Cultural Resource Center suggested the future for the culture from their perspective by saying: “I feel like our true culture is not being passed down very well. I just feel like the younger generation lacks the knowledge of our true culture. It seems like methods of doing things are changing along with everything else. I fear that eventually our community will lose contact on these cultures. I feel like people might begin to forget where Moorhead came from and the story.” (Anonymous 2018). The fears of the Cultural Resource Center individual may be comforted with the wide-range of accessible resources and centers of history that are prevalent in Moorhead’s Community. The Hjemkomst Center is the Historical and Cultural Society within the city that is operated by the Parks and Rec Department through the city but is a “multi-use facility”. In addition, the Cultural Resource Center is another key facility that will be relevant in maintaining the importance of the history of the community.



Photograph 3.4. Hjemkomst Center, Moorhead, MN.
Source: Historical and Cultural Society of Clay County. (2017).

Cultural Capital Assets

List of Assets:

- Rich physical infrastructure enhancing the history of Moorhead (Comstock House and neighborhood)
- Approachable history
- Red River Valley and Railroad
- Cultural diversity programs
- Restaurants of different cultural origins
- Growing diversity
- Hjemkomst/Historical and Cultural Society
- Cultural Resource Center
- Universities to partner with for cultural outreach
- Cultural events
- Volunteer networks

Asset Map

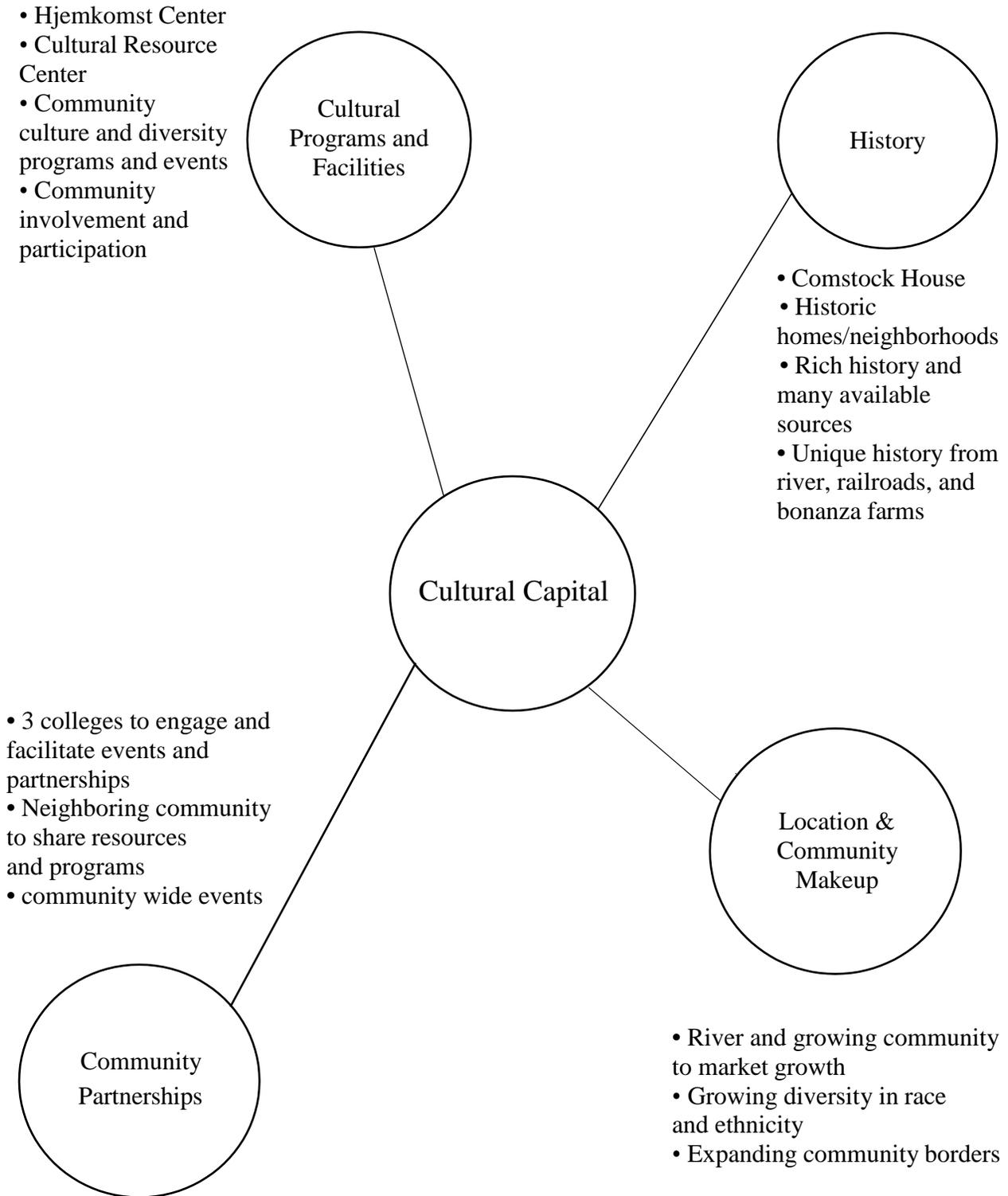


Figure 3.3. Cultural Capital Assets, Moorhead, MN.

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Appendix Table 3.1: Moorhead Race and Origin

Race	Percent of Residents
White	90.7%
Black/African American	2.8%
American Indian/Alaska Native	1.2%
Asian	1.4%
Native Hawaiian & Other Pacific Islander	.1%
Total:	96.2%

**Note: Total does not equal 100% as some census recipients chose to denote “other” or “none of these”. These are the five commonly recognized racial groups in the United States. Hispanic or Latino is considered an ethnic group.

Appendix Table 3.2: Ethnic Diversity of Undergraduate Students at Concordia College at Moorhead

Race	Pct. Of Students
White	83.7%
Non-Resident/Alien	3.8%
Hispanic/Latino	2%
Black or African American	1.5%
Asian	1%
Ethnicity Unknown	7.2%
Other	.8%
Total:	100%

Chapter Four: Natural Capital



Photograph 4.1. Red River at Gooseberry Park, Moorhead, MN.
Source: Heller, Sawyer. (2018).



Photograph 4.2. Trail at Gooseberry Park, Moorhead, MN.
Source: Guse, Justin. (2018).

Zach Bartsch, Justin Guse, Dalton Hamm, & Sawyer Heller

Natural Capital includes the air, water, soil, wildlife, vegetation, landscape, and weather that surrounds a community. Natural resources in a community are important because they provide a base for which all other capitals can grow from. For example, a community surrounded by a large forest can result in an economy based on timber production. Molding natural capital into financial capital causes a cascade of benefiting effects by growing other capitals in a community (Flora, Flora, Gasteyer, 2015, p.15). However, if a community overuses natural capital, there is a chance that the natural capital decreases, itself.

Moorhead is fortunate because it has a rare piece of natural capital- very rich soils. This part of Moorhead's natural capital has contributed greatly to the economy within the community, which is based off agriculture and drew many homesteaders to the area. In addition, the Red River of the North aided in the growth of economic activity and population of Moorhead. Other natural capitals discussed in this chapter are healthy environmental quality, unique ecosystems, the city's parks, and native plantings.

Topography

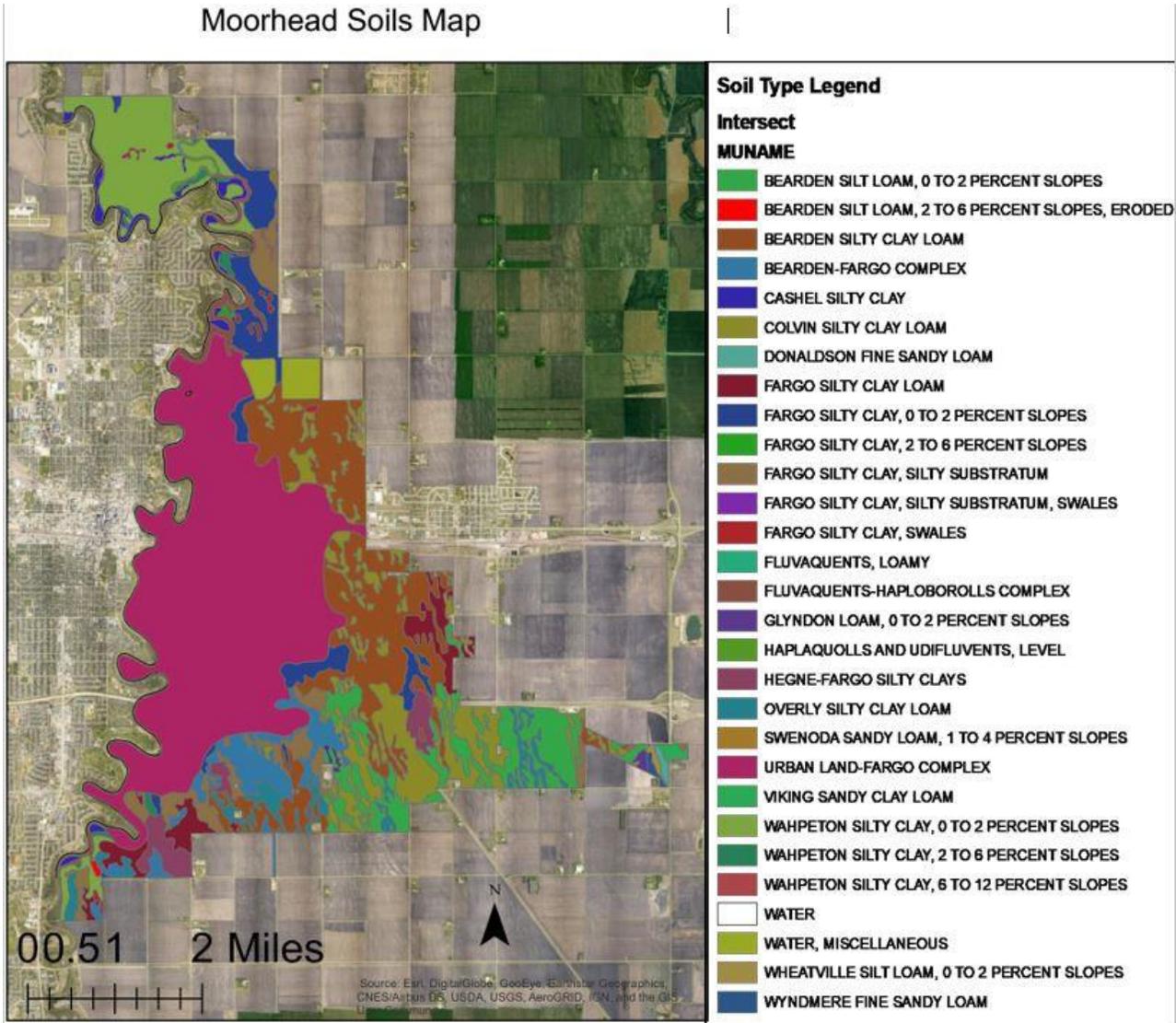
Topography represents an area's natural and artificial features on the surface of the land. Moorhead is located in Clay County, Minnesota at 46.8738° N, 96.7678° W. The city finds itself positioned in the midwestern region of the country, and sits at an elevation of 898 feet above sea level (Latlong). Around 10,000 years ago, the area that Moorhead now occupies was the bottom of glacial Lake Agassiz, a lake formed from the melting of a glacier. As a result, the terrain is predominantly flat, with an average elevation change of 6 inches per mile. The topography has changed from what used to be flat wetlands and tallgrass prairie, to the development of buildings throughout the city limits. The most drastic change comes from the harsh slumping banks of the Red River of the North (RR), and the construction of levees as a mode of prevention from the Red flooding, which will be discussed later on in this chapter.

Soil

Since Moorhead resides on what used to be a lake bottom, the soils found here are predominantly clay and loam soils (Figure 4.2 illustrates the soil pyramid). Map 4.1 shows a soils map of all soil series found within Moorhead's city limits. The soils series and taxonomic names are found in Figure 4.1. Of the ~25 series, the most common soils (that are farmable) on the map are the Bearden, Wahpeton, and Fargo series (Soils Survey Staff). These are all rated as prime farmland, and not prone to erosion. Farmland is a great capital, except only a minor portion of Moorhead is actually used for crop production. A significant amount of Moorhead is classified as non-farmable, and is named the 'Urban Land-Fargo Complex series (Soil Survey Staff). This is because the land here is heavily developed with buildings and roads. Soil quality is an asset to the community because the quality of the soil determines the ability of it to purify water, grow food, support biodiversity, building foundations, and property taxes.

The area's soil texture also increases chances of flooding. Soil texture is defined as weight proportion of silt, clay, and sand sized particles that make up the mineral portion of the soil (The State of Queensland, 2013). The clay texture characteristics of the soil series here reduces infiltration and percolation rates, and has a very high water table (Soil Survey Staff). These characteristics affect hydrology, and amplifies the flooding severity when paired with the

flat terrain in the Red River Valley. This presents extreme threats to the public and private sectors.



Map 4.1. Soil Series in Moorhead, MN. Moorhead, MN.
 Source: Bartsch, Zach. (Creator). (2018).

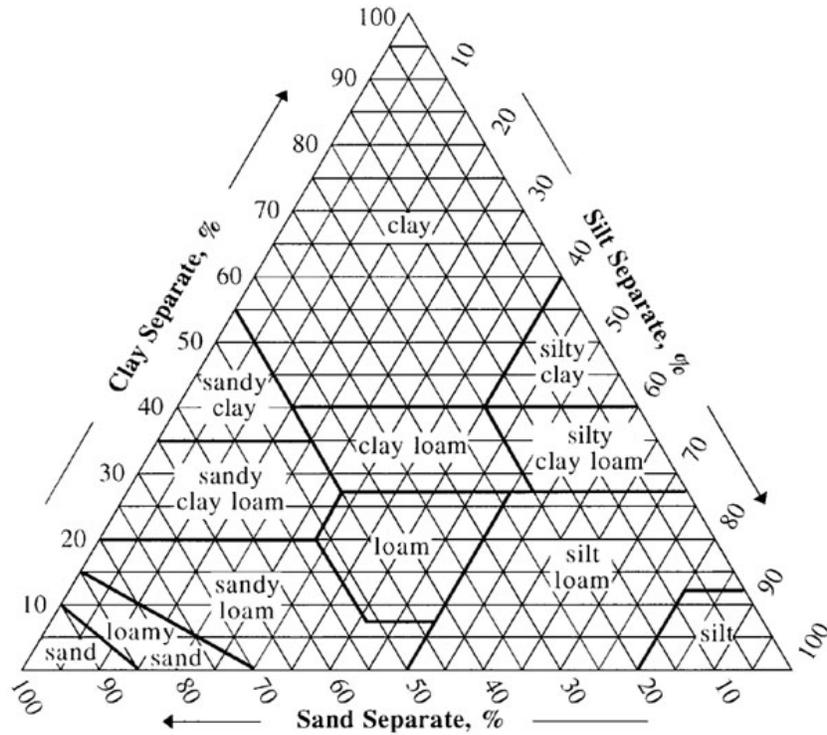


Figure 4.1. Soil Texture Pyramid (Natural Resource Conservation Service)
 Source: Natural Resources Conservation Service. (n.d.).

Water

The Moorhead community has multiple sources of water for its citizens and industries to use. The Red River is the primary source of water, but in the event of the RR drying up Moorhead can also draw water from the Buffalo, Moorhead, and Kragnes aquifers to satisfy its needs for a substantial amount of time (Hargiss, Personal interview, Sept. 26, 2018; Clay County). The surface water quality of the RR meets all Federal and State regulatory standards including the Environmental Protection Agency's Safe Water Drinking Act of 1970, and the Wellhead Protection Program, adopted in 1997 by Minnesota (Clay County).

However, the cloudiness from the silt in the water can lead to the incorrect assumption that it is dirty, or at a poor quality (MN Dept. of Natural Resources, 2017). An important reason for its good quality is the absence of industrial pollution in Moorhead. Adding to the asset of clean water are stormwater ponds, rain gardens, and natural areas being installed to help filter stormwater runoff, which has the potential to pollute the river as much as agricultural runoff can affect waterways (Dr. Hargiss, Personal interview, Sept. 26, 2018). The stormwater collection areas are important because all water in Moorhead will eventually drain into the RR and can affect the quality of drinking water.



Photograph 4.3. Red River at Riverfront Park, Moorhead, MN.
Source: Heller, Sawyer. (2018).

Flooding

Flooding has been occurring in the Red River Valley for thousands of years. Coincidentally, the Moorhead community has become accustomed to living with the threat of spring flooding. The RR flows north towards the Hudson Bay in Canada, and this can be problematic since the melting of snow begins in the southern areas first. As ice thaws and breaks, and waters level rise from melting snow, ice has not broken up northward and can cause blockages called ice jams. This natural phenomenon happens frequently, most notably recently in 1997, 2009, and 2012. Moorhead is also built on the floodplain of the RR, and causes the water to spread great distances horizontally do to gradual elevation changes.

While not an asset of natural capital, there are several assets that have stemmed from flooding. Moorhead has been creating and implementing flood mitigations projects to reduce the risk of flooding. According to the City of Moorhead’s (2018) “37-foot Plan”, the City created a project to provide flood control measures for its citizens. These measures are listed in Table 4.1. Flood insurance is also mandatory for any home purchased with a federally backed mortgage for houses on the 100- year floodplain (the floodplain of a flood that statistically has a 1% chance of happening in any given year). This can help the community by reducing financial burdens of flooding on citizens (City of Moorhead, 2018).

Table 4.1: Flood Control Measures, Moorhead, MN, 2018

Voluntary Acquisitions	251
Easements	67

Levees/floodwalls	12.1 miles
Removable Floodwall Closures	5
Storm water Pump Stations	19
Storm water Gates	78
Sanitary Pump Station Upgrades	5

Source: City of Moorhead (2018).

Air Quality

The ambient air quality of the Moorhead is rated as good/green, or 0-50 on the U.S. Air Quality Index (AQI) scale, and the only inhibiting factors of this would be the occasional smoke advisory (Minnesota Pollution Control Agency, 2018). As climate change continues to increase the severity and frequency of wildfires, there may be an increase in the amount of smoke that drifts in to the area from across the continent.

Weather and Climate

Using the Koppen classification, developed by Wladimir Koppen, Moorhead can be classified as “a humid continental climate,” (Sustainability Council, 2018). According to this classification, this climate type has large seasonal differences in temperature, and often humid summers. Furthermore, for at least four months the mean temperature must be above 50°F (summer), and about 4 months of below freezing temperatures (winter). Moorhead receives an annual average of 22 inches of rain, and up to 47 inches of snow (Intellicast, 2018). The vast temperature differences are due to the location of Moorhead close to the center of the North American continent. The warm temperatures in the summer allow for a long growing season, and the precipitation helps keep the soil wet throughout the year.

Biodiversity

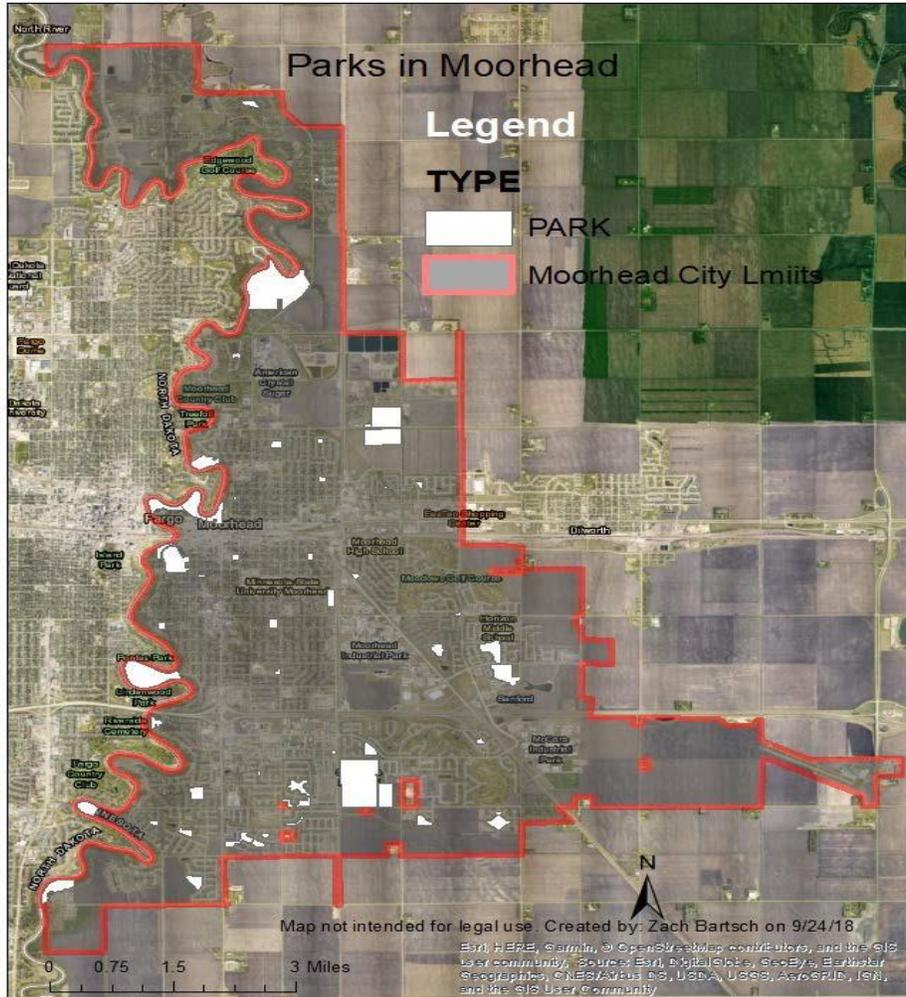
Biodiversity can be classified into three categories: genetic diversity, species diversity, and ecosystem diversity. Moorhead is an area with a downtown, residential neighborhoods, and finally natural surroundings- such as the river, and agricultural land. These areas offer distinct, unique ecosystems. The river is home to over 50 different species of fish, and the parks offer an array of different types of trees, animals and insects to observe (MN Dept. of Natural Resources, 2017). Overall, the neighborhoods offer the most biodiversity with the potential to have native plant species, horticultural species, and different types of trees very densely populated (Dr. Hargiss, Personal interview, Sept. 26, 2018). Biodiversity benefits Moorhead because of the reduction of risk of disease, and increase the resiliency of the ecosystem. The agricultural areas are managed for monoculture and do not offer much biodiversity.

Audubon Dakota is a conservation organization that has started a project called the Urban Woods and Prairie Initiative to restore areas along the river to native planting that will contribute to species richness, and biodiversity. Currently, there are 9 of these areas in the Moorhead

community (Audubon Dakota, 2018). Riverkeepers is a group in the Fargo-Moorhead whose mission is to teach people to appreciate the river and advocate for sustainable use of its corridors (River Keepers of Fargo-Moorhead). Some examples are by promoting geocaching, projects, educating about recreational activities, and presentations. Biodiversity contributes to community sustainability and resiliency, and is an important asset.

Parks

One of the more noticeable natural capital assets to Moorhead is its parks. Moorhead is home to 64 parks, and they total area of the parks is 740 acres (City of Moorhead, 2018). The parks are also spread out so that 79% of citizens live within 10 minutes to a park. The city code requires land to be dedicated for the creation of open spaces, and as parks (City of Moorhead, 2018). These parks provide citizens to be able to have access to green space, and helps mold an intrinsic relationship to nature inside of residents. Parks are assets to the community because green space in cities has been found to have numerous health benefits. Benefits include: Psychological wellbeing, opportunities for physical activity, and increased social cohesion (Tsai, W., Mchale, M., Jennings, V., Marquet, O., Hipp, J., Leung, Y., & Floyd, M., 2018). Map 4.1 highlights dedicated public parks in Moorhead.



Map 4.2. Park Map of Moorhead.
Source: Bartsch, Zachary. (2018).

Recreation

The City of Moorhead is committed to providing exceptional recreational activities to its community. Coincidentally, a method of flood mitigation is aimed to mitigate flooding impacts while also increasing the opportunity for recreation. Since 2014, the city has been in the process of buying out at-risk of flooding properties along the river. In these locations, the risk of erosion of high-quality soil is high. The city is implementing the Moorhead River Corridor Plan, which aims to create a regional recreation trail over 18 miles long- the entire length of the City of Moorhead. This is not including existing parks and trails. The new trails will be restored with native seed. (City of Moorhead, Fargo-Moorhead Metropolitan Council of Governments, 2014, p. 1-5). Native plants have extremely long roots, and are extremely effective at reducing the soil erosion.

The Red River also offer unique recreational opportunities with public access for boats, and allowing fishing of game species on the river. This resource is highlighted in a publication by the MN Dept. of Natural resources “nearly all fish species in the Red River are self-sustaining and do not require stocking to maintain populations,” (MN Dept. of Natural Resources, 2017).

Asset Map

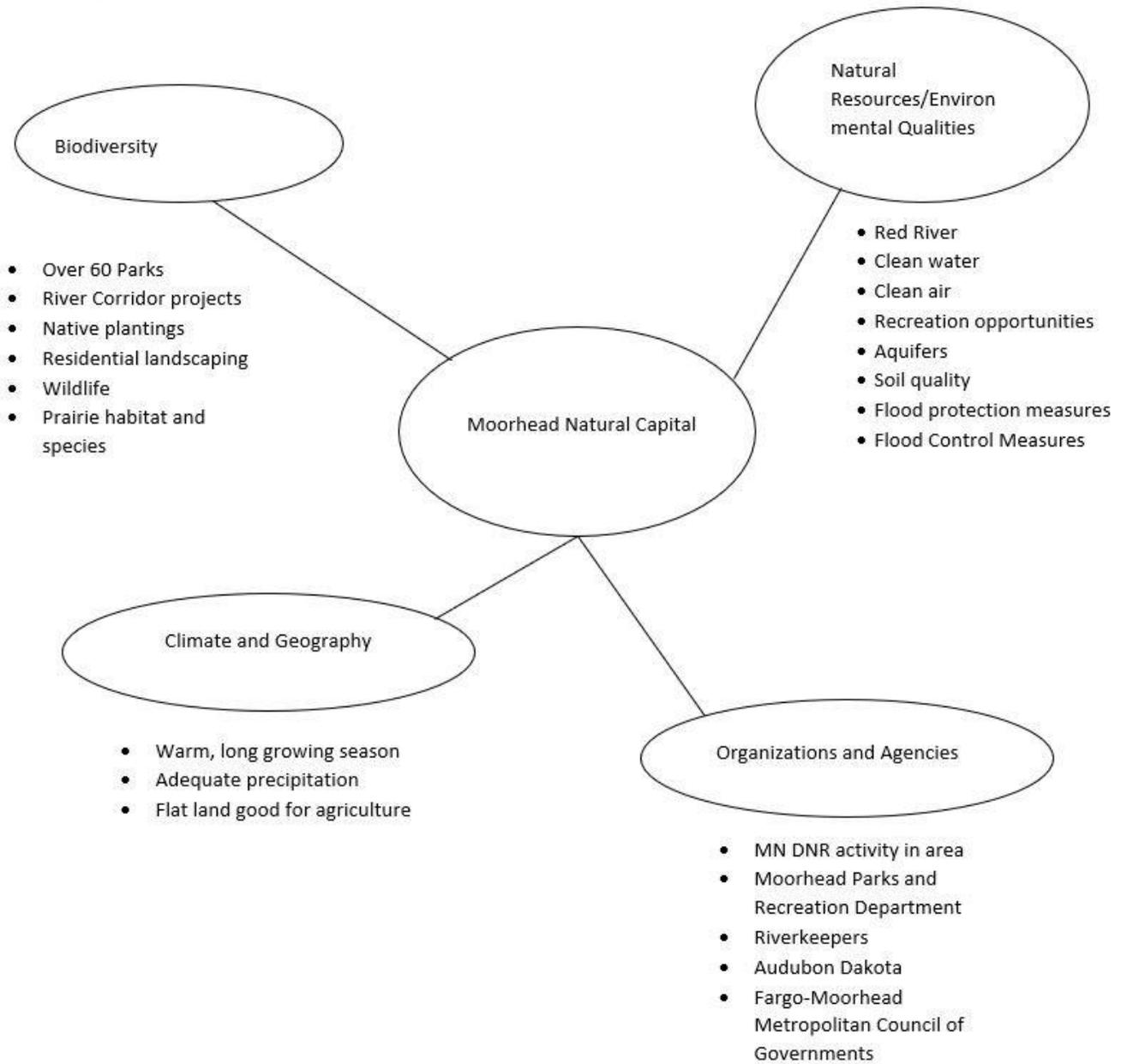


Figure 4.2 Natural Capital Asset Map

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Chapter Five: Human Capital



Photograph 5.1. Russell and Ann Gerdin Wellness Center, MSUM, Moorhead.
Source: Minnesota State University Moorhead. (2018).

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Human capital is a measure of the economic value of an employee's skill set (Schermerhorn, 2013). It recognizes that all labor is not equal and employee quality can be improved with support. Human capital is what an employee brings to the table: life skills, education, and experience. The higher the level of knowledge, skills, and abilities the more valuable the individual is to an organization. This gives them a competitive advantage over other employees, or potential employees, in moving into more significant positions in an organization. It also determines whom the employer is more willing to invest in for the growth of the company. "Human capital includes those attributes of individuals that contribute to their ability to earn a living, strengthen community, and otherwise contribute to community organizations, their families, and self-improvement" (Flora, Flora, & Gasteyer, 2016, p.109).

This particular type of capital is a very important asset of an organization. The success or failure of an organization depends to a large extent on the caliber of the people working there. Positive and creative contributions from people are essential to increase profits and productivity. Therefore, it is necessary for an organization to find out ways to improve employee productivity. In today's business climate of continuous change, job satisfaction is a growing matter of concern for more and more companies. Job satisfaction can be defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p.1304).

This chapter addresses the importance of human capital in the city of Moorhead. It highlights the current stability of the population and the rates of growth from different decades. Moorhead is a growing city. This chapter also explores the health of the community's residents, levels of education, and occupations using both qualitative data and secondary data from sources like the U.S. Census Bureau.

Population

Moorhead's population is growing rapidly. The population is expected to grow by 23.8% between the 2010 census and the 2020 population projection, after growing 18.3% between 2000 and 2010 (U.S. Census Bureau, 2018). A study by the Metropolitan Council of Governments (MetroCOG) predicts even more growth over the next 25 years. The study shows Moorhead's population could grow to 61,000 by 2045 (Wallevand, 2018) in (Figure 5.1; Appendix Table 5.1).

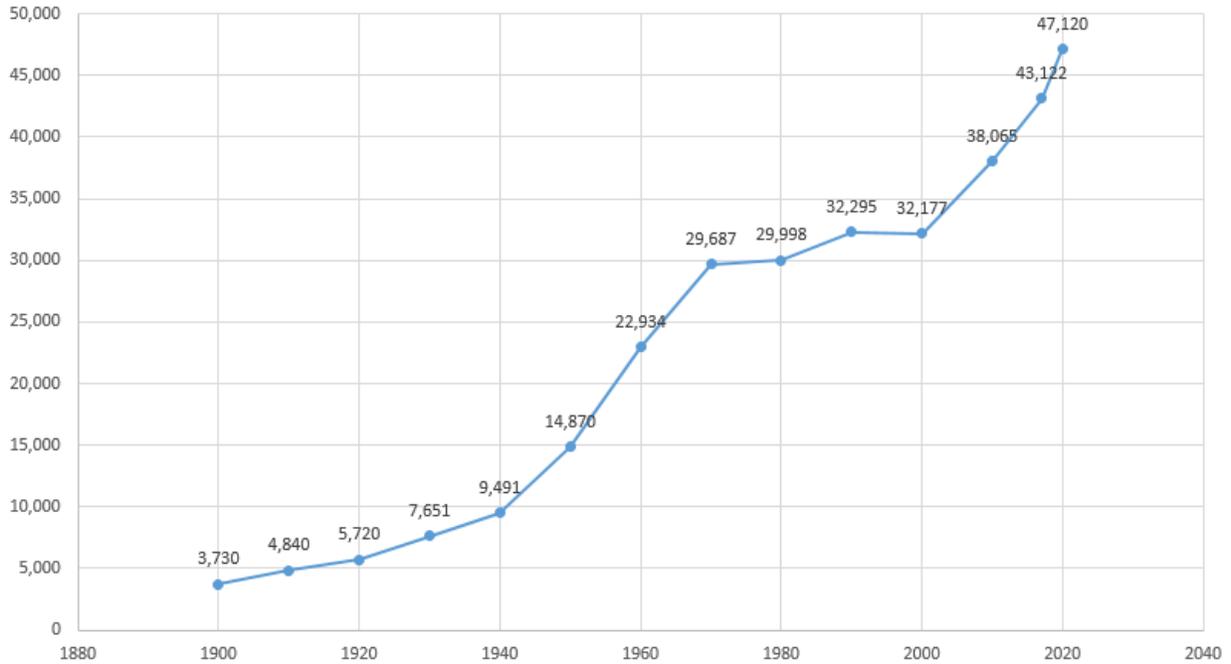


Figure 5.1. Population Change, 1900 - 2020 (projected). Moorhead, MN.
 Source: U.S. Census Bureau. (2018).

The population pyramids below illustrate the age distribution of the population of Moorhead by sex. They reflect a generally growing population with a concentration of people in the younger age ranges at the bottom of the pyramid. Both the 2010 and 2000 pyramids show a large number of people in the 20 to 24 years range, which might be due to students enrolled in Moorhead's four post-secondary educational institutions.

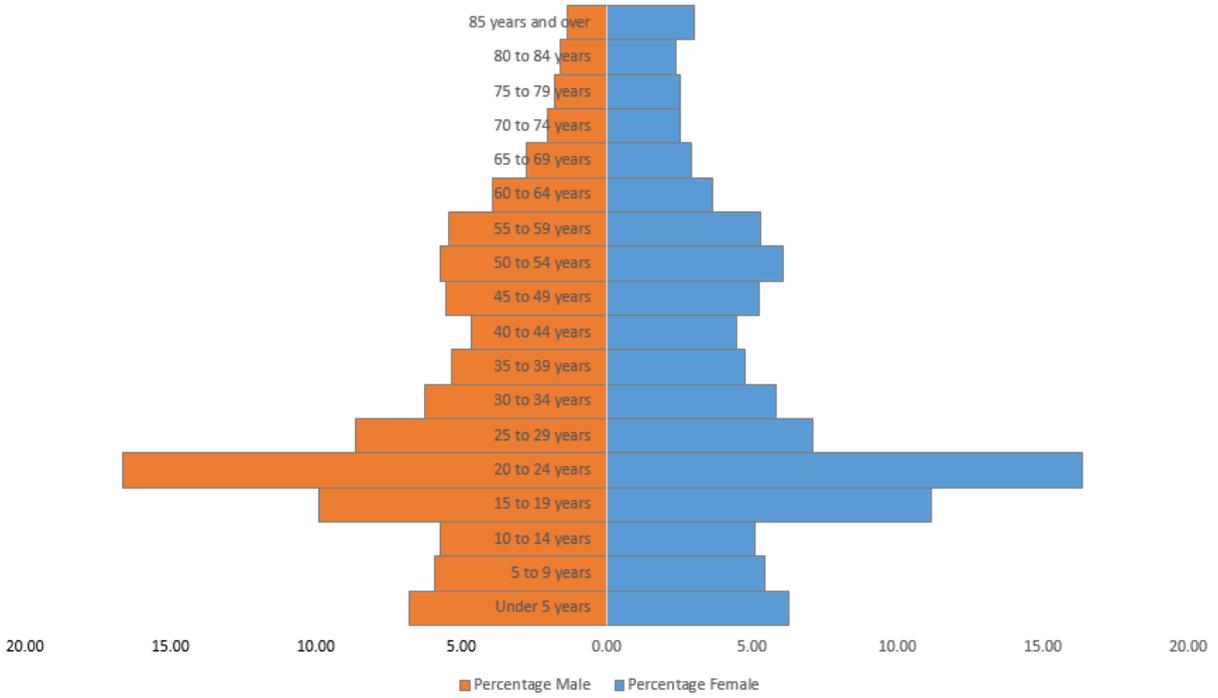


Figure 5.2. Population Pyramid (Age Range by Sex), Moorhead, MN.
Source: U.S. Census Bureau. (2010).

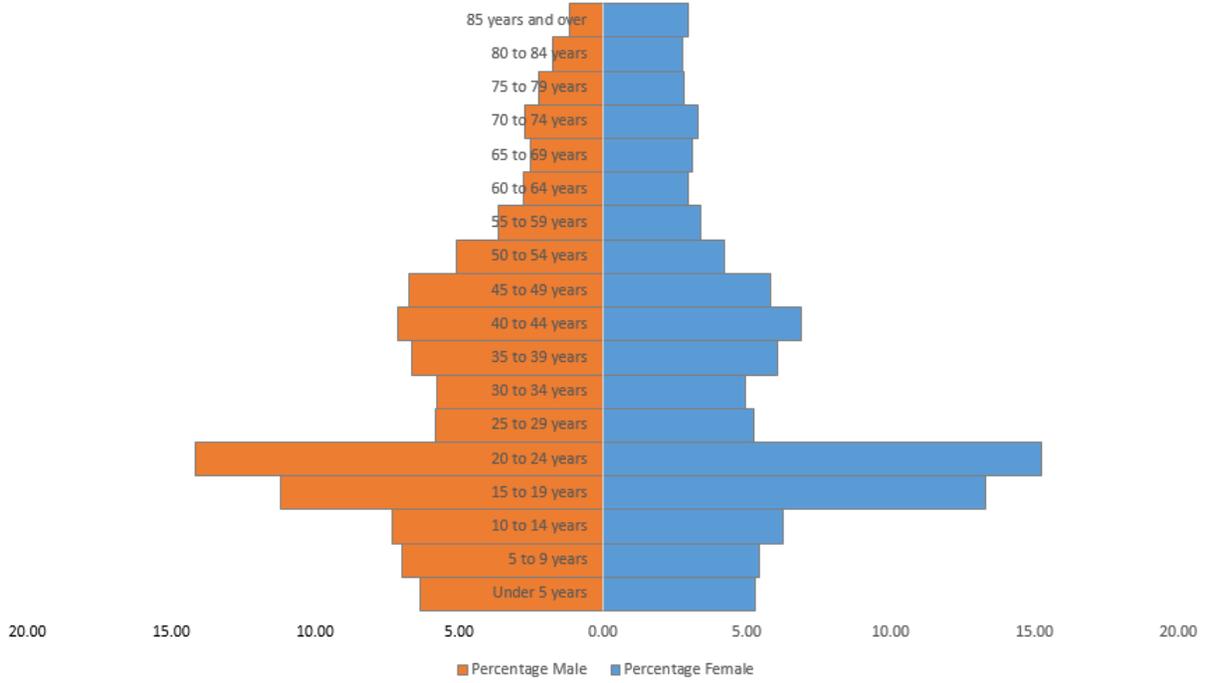


Figure 5.3. Population Pyramid (Age Range by Sex), Moorhead, MN.
Source: U.S. Census Bureau. (2000).

The demographic equation (below) is used to determine the population changes of an area.

$$P_2 = P_1 + (B - D) + (I - O)$$

where P1 = starting population, P2= ending population, B = births, D = deaths, I = in-migration and O = out-migration.

In 2016, the city of Moorhead recorded 665 live births. The deaths recorded for the same year were 320, so (B-D) was 345. The U.S. Census Bureau estimated a population growth of 698 people between 2016 and 2017, so the estimated net migration rate (I-O) for 2016 is 353 (2018).

Health

“Health is a critical part of human capital” (Flora et al., 2016, p. 129). On many health indicators Clay County scores at or above state and national averages. The life expectancy in the county is 82.5 years for females and 78.5 for males. These numbers are slightly higher than the national averages for females and males of 81.5 and 76.7, respectively. The death rate in Clay County, again slightly below national averages, is 603/100,000 for females and 823.6/100,000 for males (Institute for Health Metrics and Evaluation, 2018).

Clay County is at or near state averages for multiple health factors. See the Table 5.1 below for more detail.

Table 5.1: Health Factors in Clay County, MN (2014-2016)

	Smoking Rate	Adult Obesity	Binge Drinking	Physical Inactivity
Clay County	15%	28%	25%	21%
State of MN	15%	27%	23%	20%

Source: University of Wisconsin Population Health Institute, 2018

Clay County ranks 27 out of 87 counties in Minnesota for overall health factors like smoking rates, obesity, substance abuse, and exercise.

Chronic disease, one of the leading causes of death in Clay County, is a concern across many communities in Minnesota and throughout the United States. Health care access, especially access to preventative care, is key to addressing morbidities like diabetes, heart conditions, obesity, and respiratory disease (Flora et al., 2016). Residents of the greater Fargo-Moorhead metropolitan area enjoy access to many health care specialties and services. Primary care and several other health care specialties are available in Moorhead through the Sanford Health and Essentia Health clinics. These clinics provide family medicine, imaging, lab, and obstetrics. Sanford’s 8th street clinic in Moorhead offices multiple professional mental health providers including six psychologists, seven psychiatrists, and two licensed social work counselors. Access to mental health services are essential for the health of a community.

Moorhead’s acute health care needs are served by several hospitals and providers in neighboring Fargo, North Dakota. Sanford Health Medical Center in Fargo, built in 2017, is the area’s only level one trauma center. The hospital includes 284 patient beds and one million square feet of space including emergency medicine, intensive care, a children’s hospital,

hundreds of providers in over eighty specialty areas (Sanford Health, 2018).

Education

Moorhead's education levels showed 94.7 percent of people aged 25 and higher had a high school degree or higher, and 37.2 percent of people aged 25 and higher have a bachelor's degree or higher. Both of these levels are higher than the averages for the state of Minnesota, 92.6% and 34.3%, respectively (U.S. Census Bureau, 2018).

The wealth of educational opportunities and resources in Moorhead may have a positive effect of those levels of education. Moorhead is home to four institutions of higher education, has a robust public-school system and also offers private school options. According to Alison Brennan, Research Associate for the North Central Regional Center for Rural Development, "K-12 education [in Moorhead] is excellent" (A. Brennan, personal communication, September 17, 2018).

According to Moorhead Area Public Schools Superintendent Brandon Lunak, the district is focused on preparing students to be college and career ready. In conversations with the district, representatives from the private sector indicated they are not looking for employees with specialized skills. Instead, they support the district's emphasis on the "4 C's of 21st Century Skills": critical thinking, creativity, collaboration and communication. Moorhead Area Public Schools emphasizes the 4 C's by embedding them into their classroom evaluation procedures (B.Lunak, personal communication, October 18, 2018).

The 4 C's are also evident in the "Portrait of a Moorhead High School Graduate." The portrait is part of Moorhead Area Public Schools' 2018 Comprehensive Report. It highlights critical thinking, problem solving, empathy content mastery, collaboration, creativity, communication and resilience as the key skills a graduate should possess, see Figure 5.4 (Moorhead Area Public Schools, 2018).



Figure 5.4. Moorhead Area Public Schools' Portrait of a Graduate, Moorhead.
Source: Moorhead Area Public Schools. (2018).

Both Superintendent Lunak and Minnesota State University, Moorhead (MSUM) President Anne Blackhurst believe they are preparing students for jobs that may not currently exist. To be prepared for these unknown opportunities, Dr. Blackhurst believes MSUM graduates should be able to think critically, solve problems, collaborate and be lifelong learners (personal communication, October 23,2018).

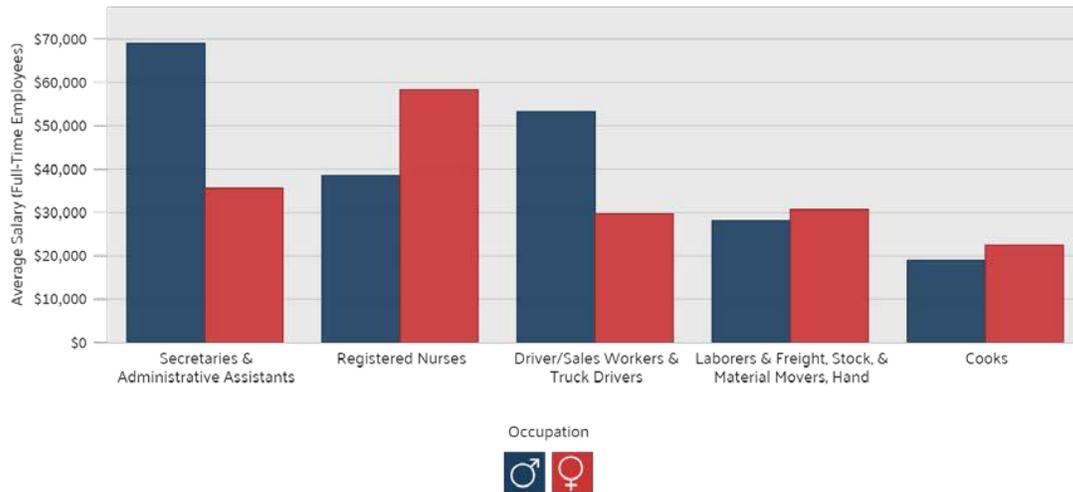
One of MSUM's strategic priorities is to be "indispensable to the social, cultural and economic advancement of Moorhead and the surrounding communities. (Minnesota State University Moorhead, 2018). The university works to attract and retain talent in Moorhead and contributes to economic development. MSUM seeks out partnerships with business and industry to address workforce needs (A. Blackhurst, personal communication, October 23,2018).

Labor/Occupations

There are many different career choices available in Moorhead. According to Data USA, Moorhead, Minnesota specializes in the fields of educational services, wholesale trade, and the largest is healthcare and social assistance, and also retail trade. The highest paying areas are utilities, transportation and warehousing, professional, scientific, and tech services. Moorhead has a median income of \$55,343 which is higher than the average median income in the United States.

Wage by Gender in Common Jobs in Moorhead, Mn

The closest comparable data for the census place of Moorhead, MN is from the public use microdata area of Clay, Polk, Roseau, Pennington, Marsha



Dataset: ACS PUMS 5-year Estimate
Source: Census Bureau

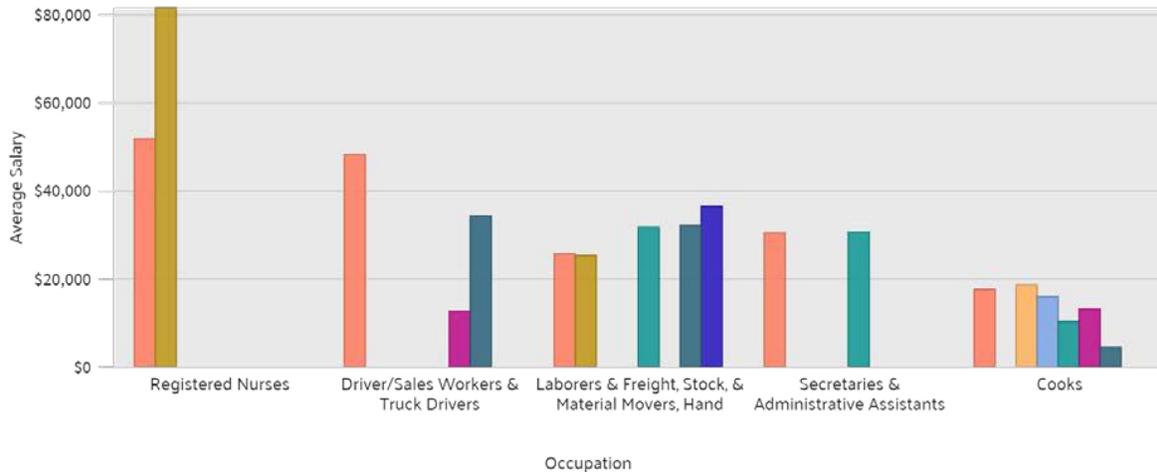
DATAUSA:

Figure 5.5. Wage by Gender in Common Jobs for Clay, Polk, Roseau, Pennington, Marshall Norman, Kittson & Red Lake Counties, MN.
Source: Data USA. (2016).

While the median income is higher than the average median income in the United States, Moorhead has quite a gap when looking at wage comparisons by gender. The average salary for men was \$52,151, and the average salary for women was \$39,877. The above graph from Data USA shows the gender wage gap in 2016 for secretaries and administrative assistants, registered nurses, driver/sales workers and truck drivers, laborers and freight stock and material movers, and cooks. The largest discrepancy was with secretaries and administrative assistants as far as wage gap.

Wage by Race & Ethnicity in Common Jobs in Moorhead, Mn

The closest comparable data for the census place of Moorhead, MN is from the public use microdata area of Clay, Polk, Roseau, Pennington, Marsha



Dataset: ACS PUMS 5-year Estimate
Source: Census Bureau

DATAUSA:

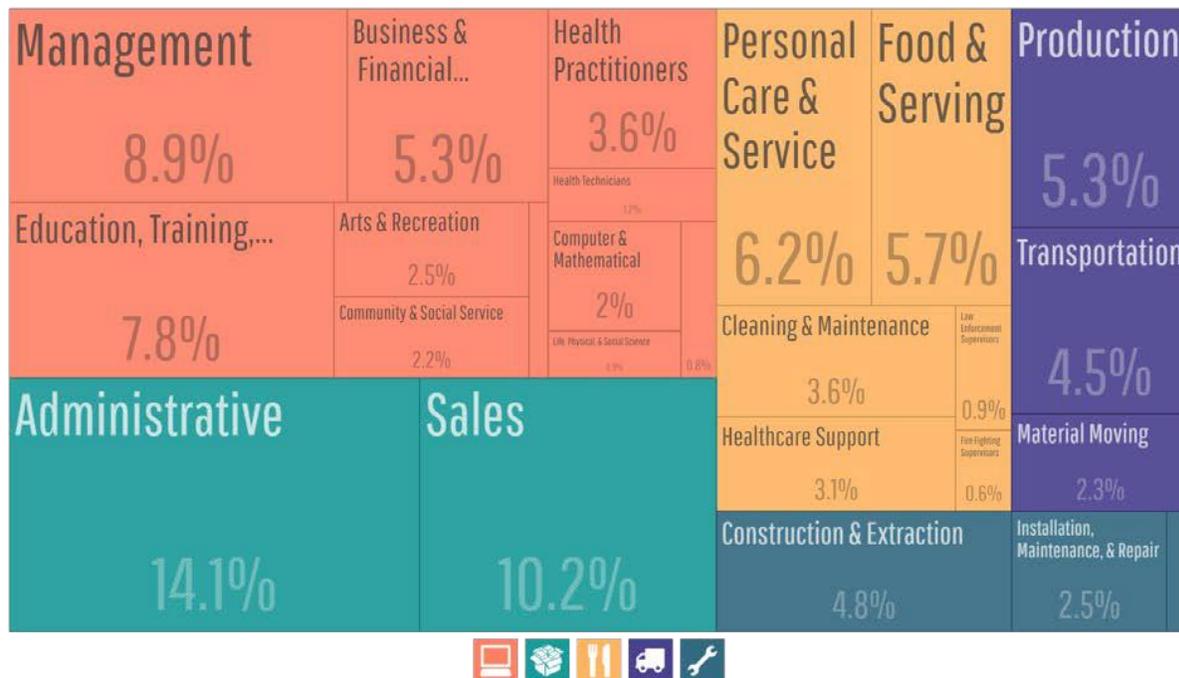
Figure 5.6. Wage by Race & Ethnicity in Common Jobs for Clay, Polk, Roseau, Pennington, Marshall Norman, Kittson & Red Lake Counties, MN.

Source: Data USA. (2016).

According to Data USA, the three racial groups that had the highest salaries in 2016 were American Indians, Whites, and Asians. American Indians were paid 1.08 times more than Caucasians, thus making this group the highest earners. The above graph shows wage differences using the key down below. The order is Caucasian, American Indian, Asian, two or more races, unknown, pacific islander, African American, and other Native American. The above graph shows differences between races in the occupations of registered nurses, drivers/sales workers and trucks drivers, laborers and freight stock, material movers, secretaries and administrative assistants, and cooks. Caucasian and American Indian, the two highest wage earners, occupy the largest field which is Registered nurses.

Employment by Occupations in Moorhead, Mn

The closest comparable data for the census place of Moorhead, MN is from the public use microdata area of Clay, Polk, Roseau, Pennington, Marsha



Dataset: ACS 5-year Estimate
Source: Census Bureau

DATAUSA:

Figure 5.7. Employment by Occupations for Clay, Polk, Roseau, Pennington, Marshall Norman, Kittson & Red Lake Counties, MN.

Source: Data USA. (2016).

The above graph from data USA shows employment by occupations in Moorhead. Occupations include management, education, administrative, business and financial, arts and recreation, community and social services, sales, health practitioners, health technicians, computers and mathematical, life physical and social science, sales, personal care and service, cleaning and maintenance, healthcare support, construction and extraction, law enforcement services, firefighting services, production, transportation, material moving, installation, maintenance and repair. The biggest area of employment was administrative, and the smallest was firefighting services.

Leadership

Moorhead's leadership significance is shown by the fact that there is not a significant gap between the number of leadership roles and the number of people available to fill them. Also, there are many successful programs that help develop leadership, and the people involved in those programs have a positive view of Moorhead's leadership capacity.

One measure of leadership capacity in a community is the population per organizational role (PPOR). By dividing the 18+ population of a community by the number of leadership roles

that need to be filled in positional leadership (government) and civic leadership (arts, recreation, and other non-profit groups), PPOR shows how many people in a community are theoretically available to fill each role. A high PPOR indicates there is adequate leadership capacity in a community. A low PPOR indicates a leadership gap.

Clay County’s 2010 PPOR is 40, one of the highest in greater Minnesota (outside of the Minneapolis-Saint Paul metropolitan area) and much higher than neighboring counties Norman (13), Becker (28), Otter Tail (26), and Wilkin (16) (Winchester, 2016).

Moorhead’s 2017 PPOR is 68, well above the 2010 average for Minnesota (35) and the 2010 average for urban populations of 20,000 or more, adjacent to a metro area (46) (Winchester, 2016).

Moorhead’s relatively small leadership gap, may be due, in part, to the number and quality of leadership development programs available in the area. Programs include the Emerging Leadership Program, offered by University of Minnesota Extension; Minnesota State University Moorhead’s National Education for Women’s Leadership Development Institute, and Leadership FMWF, offered by The Chamber of Fargo, Moorhead and West Fargo.

Asset Map

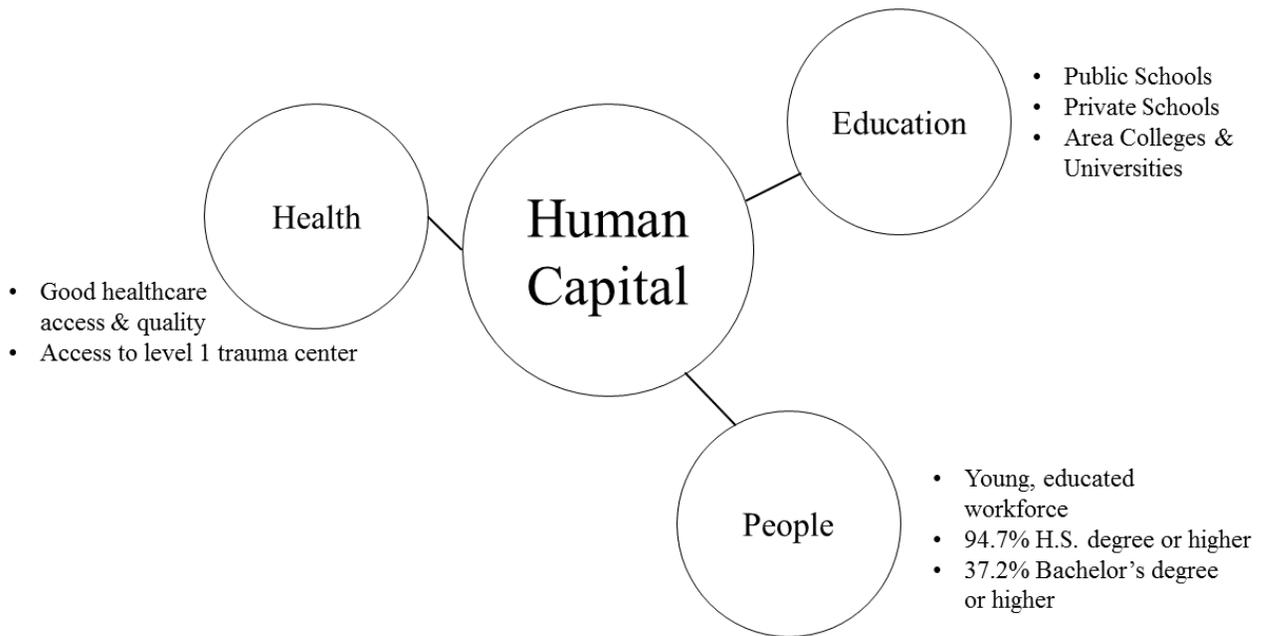


Figure 5.8. Human Capital Asset Map, Moorhead, MN.

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Appendix Table 5.1, Population Change, 1900 - 2020 (projected). Moorhead, MN, 2018
 Source: U.S. Census Bureau

Year	Population
1900	3,730
1910	4,840
1920	5,720
1930	7,651
1940	9,491
1950	14,870
1960	22,934
1970	29,687
1980	29,998
1990	32,295
2000	32,177
2010	38,065
2017 (estimate)	43,122
2020 (projection)	47,120

Appendix Table 5.2. Population Pyramid (Age Range by Sex), 2010. Moorhead, MN, 2018
 Source: U.S. Census Bureau

Age (years)	Female Population	Male Population	Female Pct. of population	Male Pct. of population
Under 5 years	907	963	5.31%	6.38%
5 to 9 years	928	1,056	5.43%	7.00%
10 to 14 years	1070	1,109	6.26%	7.35%
15 to 19 years	2,272	1,695	13.30%	11.23%

20 to 24 years	2,601	2,136	15.23%	14.15%
25 to 29 years	899	881	5.26%	5.84%
30 to 34 years	845	874	4.95%	5.79%
35 to 39 years	1036	1000	6.07%	6.62%
40 to 44 years	1179	1076	6.90%	7.13%
45 to 49 years	996	1,017	5.83%	6.74%
50 to 54 years	723	767	4.23%	5.08%
55 to 59 years	579	546	3.39%	3.62%
60 to 64 years	503	415	2.94%	2.75%
65 to 69 years	527	382	3.09%	2.53%
70 to 74 years	562	407	3.29%	2.70%
75 to 79 years	478	335	2.80%	2.22%
80 to 84 years	472	263	2.76%	1.74%
85 years and over	504	174	2.95%	1.15%

Appendix Table 5.3. Population Pyramid (Age Range by Sex), 2000. Moorhead, MN, 2018
Source: U.S. Census Bureau

Age (years)	Female Population	Male Population	Female Pct. of population	Male Pct. of population
Under 5 years	1,228	1,250	6.26%	6.78%
5 to 9 years	1,063	1,095	5.42%	5.94%
10 to 14 years	998	1,055	5.09%	5.72%
15 to 19 years	2,186	1,823	11.14%	9.89%
20 to 24 years	3,209	3,065	16.35%	16.62%
25 to 29 years	1,392	1,590	7.09%	8.62%
30 to 34 years	1,147	1,150	5.84%	6.24%
35 to 39 years	936	983	4.77%	5.33%

40 to 44 years	878	862	4.47%	4.67%
45 to 49 years	1,026	1,016	5.23%	5.51%
50 to 54 years	1,187	1,060	6.05%	5.75%
55 to 59 years	1,038	1,004	5.29%	5.44%
60 to 64 years	715	726	3.64%	3.94%
65 to 69 years	576	506	2.93%	2.74%
70 to 74 years	494	376	2.52%	2.04%
75 to 79 years	493	331	2.51%	1.80%
80 to 84 years	468	299	2.38%	1.62%
85 years and over	592	248	3.02%	1.34%

Chapter Six: Social Capital



Photograph 6.1. Members of Concordia Choir preparing for Southwestern Tour.
Source: Concordia College, 2017.

Jamie Behymer, Nick Birkhimer, Puja Djafari, & Luke Hillerson

Social capital is quantified and measured through the level of participation in structured organizations across a wide demographic. It is defined as a “group-level phenomenon” and refers to the “features of a social organization, such as networks, norms, and trust that facilitate coordination and cooperation for mutual benefit” (Flora, Flora, & Gasteyer, 2016, p. 159-160). The variation in groups available in a community is one way to gauge social capital.

Social capital is interactive, and how groups interact with community members and affect Moorhead demonstrate the effective nature of community driven organizations. Human interaction is a foundation for all communities and determines what social capital an area demonstrates. With that said, social capital is a concept. It is abstract and is only partially illustrated through these avenues within a community. Bridging social capital refers to connecting “diverse groups within a community to each other and to groups outside the community.” Bonding social capital “consists of connections among individuals and groups with similar backgrounds (Flora, et al., 2016, p.165). Implications of bonding can include social class, ethnicity, gender, age, and other characteristics.

Throughout this chapter, social connections within the community will be analyzed. Topics that will be addressed include social groups, education systems, philanthropic groups, and cultural and art organizations. This assessment will demonstrate the strength of Moorhead’s social capital and how it builds up Moorhead as a community.

Levels of Social Capital: Bonding and Bridging

Bonding occurs within a particular group, organization, or family, while bridging can happen between social groups. Examples of different social groups include: social class, race, religion, etc. Table 6.1 below will show the different ways that bonding and bridging differ from one another.

Table 6.1: Differences Between Bonding and Bridging

Bonding Social Capital	Bridging Social Capital
Within a group	Between different groups
Intra-	Inter-
Exclusive	Inclusive
Closed	Open
Strong ties	Weak ties
People who are alike	People who are different
High Trust	Low Trust

Source: Claridge, Tristan. (2018).

Two ways to analyze social capital are bridging and bonding. Implications of bonding social capital can include social class, ethnicity, gender, age, and other characteristics. Bonding and bridging are both important ways that a community binds itself together. The city of Moorhead encompasses both by preserving a rich heritage (with facilities such as the Hjemkomst Center) as well as inclusive and diverse institutions (e.g. Minnesota State University, Moorhead).

Groups in Moorhead

Organizations within a community share information about the area’s larger structure and involvement from the people. With a smaller population and select opportunities for expansion, organizations within the educational, religious, occupational, and other areas play a significant role in the formation of relationships between members of a community.

Aside from completing organizational goals, groups within Moorhead allow residents within the community to have interactions that might not be available otherwise. Some of the organizations of the area are combined with the Fargo community. Many of the organizations are recognized as “F-M,” inviting residents of both Fargo and Moorhead together. Chris Volkers, Moorhead City Manager, described the F-M area as “one community where the Red River is the seam that holds us together” (C. Volkers, personal communication, 2018). Although some organizations combine the two communities, many organizations are home to only Moorhead.

Table 6.2 lists organizations within Moorhead and their specific service area. Group roles were categorized as being Cultural/Arts, Educational, Service, or Youth-focused.

Table 6.2: Social Capital Building Organizations in Moorhead, MN

Culture/Arts
The Arts Partnership
Centro Cultural De Fargo-Moorhead
Historical and Cultural Society of Clay County
Lakes & Prairies Community Action Partnership
Moorhead Art and Culture Commission
Service
Anne Carlsen Center
Churches United for the Homeless

Dorothy Day House
FM Area Foundation
Moorhead City Community Services
Youth
4-H Youth Development
Boy Scouts (Troops 0635, 0637, 0644)
Girl Scouts (Troops 30046 & 30866)
General Organizations
American Legion Post 21
City Council
Moorhead Business Association
Moorhead Parks and Recreation
Moorhead Neighborhood Services

Source: Behmeyer, Jamie. (2018).

General Organizations

Moorhead City Council: The central governing body of Moorhead focuses on local law enactment and policy changes (Moorhead City Council, 2018). However, this entity can serve as a proponent of social capital creation in the community. Law enactment in these entities can build social capital through supporting local businesses and citizens through policy and the creation of bridging capital (Warner, 2001, p.189). By supporting community development initiatives like the Community Development Department and the Parks and Recreation Department, the Moorhead City Council serves as a catalyst of social capital at the highest level.

Organization of a city council in a way that shares power with citizens better generates social capital within a community (Warner, 2001, p.189). The organization of a city council where the mayor serves as a member of the council serves exactly this purpose through putting the central policy maker of the community on the same level as the rest of the decision- making

body. This helps move decision making closer to individual members of the community, thus generating stronger bridging capital within the community.

Moorhead Business Association: A networking and outreach juggernaut within the community, the Moorhead Business Association aims to build social and financial capital among the members of various businesses. Dozens of participating organizations come together to conduct community talks and outreach events that inform the community about business and ideas related to business. These events include the annual Bridge Bash, a welcome back party for local college students hosted on the First Avenue Bridge (Moorhead Parks and Recreation, 2018 p.16). These outreach initiatives and other goals of the organization are supported by annual member dues, which this year exceeded \$34,000 (Moorhead Business Association, 2018).

Moorhead Parks and Recreation: In addition of managing the public parks and recreation spaces in Moorhead, the city's Parks and Recreation department supports community events. Many of their programming is centered around recreation, such as swimming, Tae kwon do, volleyball, basketball, and skating classes. The department also hosts larger annual community events, including the annual Frostival winter celebration at the end of January. One of their more ambitious events is the annual Greater Moorhead Days, a week of events held in early January where the parks department gathers local organizations to sponsor events each day of the week. This past year, 1st International Bank and Trust sponsored the Greater Moorhead Days Parade on Friday, September 7th, and Prairie Property Management sponsored the Trails at Stonemill Park Party on Thursday, September 13 (Moorhead Parks and Recreation, 2018 p.16-17). These events not only bring members of the community together, but they form bonds and bridges between community members and organizations.

Moorhead Neighborhood Services: The primary function of Moorhead Neighborhood Services (MNS) is to provide funding options to community members to improve local housing. Programs sponsored by this entity include homebuyer incentives, home improvement grants, and block aid grants (Moorhead Neighborhood Services, 2018). The services provided by this organization directly relate to the social capital building processes led by city council. Specifically, MNS allows government to provide programs to its citizens that help improve their living situations to build bridging capital between citizens and government (Warner, 2001, p. 189).

Culture/Arts

The Arts Partnership: The Arts Partnership is one of many art groups that support creative arts in the Fargo/Moorhead community. This organization facilitates money from the community into grants and avenues of funding for local artists. The Arts Partnership also sponsors the APT, a Creative Incubator to showcase the varied works of 25 different community artists. Programs like ArtWorks allows for businesses to bring local art into their workspace. The Arts Partnership builds bonds between these diverse stakeholders to make community art more impactful (The Arts Partnership, 2018).

Centro Cultural de Fargo Moorhead: The self-described "nexus of the Latino community of Fargo-Moorhead," Centro Cultural de Fargo-Moorhead looks to strengthen the bonds of Latino/a individuals and families in the community. Their Centro Core program develops community leaders through a series of courses and trainings. The Romkey Community Initiative is also a driving force in building Romkey Park. This is accomplished through providing a safe and healthy environment for the youth of the neighborhood, increasing the amount of justice

found in the community, and building future leaders to support Romkey Park (Centro Cultural de Fargo Moorhead, 2018).

The Hjemkomst Center: Though the Hjemkomst Center is primarily seen as a home for cultural capital, this organization also houses a significant amount of social capital. The annual event “Pangea: Cultivate Our Cultures,” brings together groups representing the varied cultural backgrounds of Fargo-Moorhead to celebrate the community’s diversity. Margreat Sam’s Indian Dancers, the St. John the Divine Episcopal Choir, Hung Ngo, Narman Rai’s Bhutanese Dancers, Heather and Thistle, and the Buffalo River Singers and Dancers are just a few of the organizations that this event brings together. Forming bridges between these diverse groups, as well as the members of the Moorhead community, contributes to the social bonds between community members (Hjemkomst Center, 2018).

Lakes & Prairies Community Action Partnership: Lakes & Prairies Community Action Partnership mission is as follows: eliminating poverty, empowering families, and engaging communities through a diverse portfolio of engagement programs. Lakes & Prairies works with ChildCare Aware of Northwest Minnesota, Rainbow Bridge, Head Start, and ChildCare Assistance to support families and their young children, especially those who are low income. They also sponsor programs to care for seniors (Lakes & Prairies Community Action, 2018).

Educational Institutions

Moorhead Public Schools: Moorhead is home to a few different educational institutions and guided by the ideal of “moving forward together” (Moorhead Public Schools, 2018). The school district operates three early childhood schools, three elementary schools, one middle school split into two campuses (5-6 and 7-8), and one high school. Alongside these traditional educational environments, there are also three alternative educational campuses for students. (Moorhead Public Schools, 2018).

While these educational facilities teach academic standards within traditional disciplines, they also teach young people the values and social norms of society. Every day, students interact within a social atmosphere and indirectly learn about bridging and bonding within a community. Social interaction does not just happen in the classroom, but through student clubs and activities. Brandon Lunak, superintendent of Moorhead Public Schools, noted areas where bridging and bonding are prominent within the school district. Lunak says, “No matter what school you are in, you are a Spud. At Dorothy Day you are a Spud, at Ellen Hopkins you are a Spud, at Reinertsen you are Spud. We get 4,000 people at a football game, because all the kids want to go.” Lunak continues, “It provides an identity that we all share” (B. Lunak, personal communication, 2018).

Minnesota State University – Moorhead (MSUM): MSUM is a four-year public university with 5,100 students. The university offers undergraduate and graduate degrees in a variety of fields of study. While earning their degree, students at MSUM have a diverse selection of campus organizations to join. These organizations not only create bridges and bonds between others on campus, but into the larger Moorhead community. Students participate in Greek Life, recreational activities, Dragon Entertainment Group, theatre, sports, and athletics (Campus Activities, 2018).

“So many people at MSUM look forward to the theatre productions because we have such a great program,” says Lindsey O’Driscoll, an alumna and advisor to the Gamma Phi Beta chapter on campus. O’Driscoll continued, “We are a very open community and are passionate about bringing alumni back and into the present community” (O’Driscoll, personal

communication, 2018). The following image (Photo 6.1) depicts one theatrical performance hosted at MSUM.



Photograph 6.2. 2017-2018 The Who’s Tommy, Moorhead, MN
 Source: Minnesota State and Technical College. (2018).

Concordia College: Concordia College is a four-year liberal arts institution located in Moorhead. The campus enrollment is approximately 2,500 students. There are opportunities on campus to participate in over 100 student organizations. Student activities range from the Student Government Association, to arts, politics, science and math, languages, global and social action, and ministry. Students have a variety of organizations to join and enhance their social capital between other individuals and organizations (Student Organizations, 2018).

Minnesota State and Technical College – Moorhead Campus: M-State focuses on providing students with technical and career-oriented education. With over 3,500 students on campus, M-State students can engage in programs from commercial refrigeration to surgical technology. Through the different fields of study, students learn more about individuals in the local community as well as diverse groups outside of the Fargo-Moorhead area (Moorhead – M State, 2018). The following table (Table 6.3) captures a broad overview of higher education in Moorhead.

Table 6.3: Higher Education in Moorhead, Minnesota

Institution	Enrollment (2018)	Highest Degree Offered	Type of Institution
Concordia College	2,059	Masters	Private, Liberal Arts

Minnesota State University – Moorhead	6,019	Masters	Public
M-State – Moorhead	3,656	Associates	Community & Technical

Service Groups

Churches United for the Homeless: Churches United for the Homeless (CUFH) bridges over 60 congregations in the Fargo-Moorhead area to collaborate and provide services to local homeless individuals and families. CUFH serves hot meals and sponsors a bread shelf for the hungry. CUFH also owns and operates Bright Sky Apartments, a 43-unit long-term housing unit for homeless families and individuals. Through its network, this organization engages over 3,300 volunteers in the community to support its cause, building a wide range of social capital between different religious denominations and various socioeconomic backgrounds (Churches United for the Homeless, 2018).

Dorothy Day House: The Dorothy Day House provides services to the homeless residents of Moorhead. Of the 591 homeless individuals identified in the community, Dorothy Day provided laundry and food services to over 560 people in 2017. In addition to serving as a food pantry, the Dorothy Day House also serves as an actual home to up to 13 homeless men. This organization relies on volunteers and donations to support its programs, including hosting its annual Soup Supper Fundraiser in September. As a builder of social capital, the Dorothy Day House provides a network for some of the most disenfranchised members of the Moorhead community and connects them to caring and giving volunteers (Dorothy Day House, 2018).

FM Area Foundation: The FM Area Foundation serves as a nexus of philanthropy for Cass and Clay counties. Supporting over 300 grants and funds in the community, the FM Area Foundation is a support system for organizations that builds social capital. According to their website, the FM Area Foundation has awarded over \$4.8 million to community building projects in the last decade (FM Area Foundation, 2018). A few these projects have been the local chapter of Habitat for Humanity, Homeward Animal Shelter, and the Fargo-Moorhead Coalition for Homeless Persons (FM Area Foundation, 2018). A community meeting room is also sponsored by the foundation so nonprofits can have a productive meeting and educational space and create new relationships with other members of the community.

Anne Carlsen Center: The Anne Carlsen Center is a nonprofit based out of Jamestown, ND that has been serving communities for over 75 years. The Moorhead location aims to extend a helping hand to individuals by providing them with more independence and improving their quality of life. Some of the following services offered include: early intervention, assistive technology, in-home services, day supports, autism services, and therapy (ACC Home 1).

Anne Carlsen ensures that the individuals they provide services for assist in the development of social skills and create an additional skill base. Many beneficiaries of the organization gain employment with their new skills. The services clients receive allow for greater integration into society and improved social interactions with the community. This in turn, helps strengthen the social capital in Moorhead. (N. Watkins, personal communication, 2018).

Youth

4-H: Nationally the 4-H program is known for developing youth leadership and skills and the Clay County 4-H program is no exception. Participating in programs like the Clay County Fair allow for individuals involved in 4-H to coordinate with others to demonstrate the skills they have gained while in this organization. The skills youth gain and the experiences they have while in this organization build strong bonds that last into adulthood, while giving them the skills they need to succeed in the professional world (4-H, 2018).

Boy Scouts: The city of Moorhead has three Boy Scout troops, 0635, 0637, and 0644. These troops offer their members the opportunity to develop their leadership skills through troop and council level programming. Scouts have the option of meeting members from other troops through attending events at the Camp Wilderness Council Camp in Hubbard County, Minnesota. This camp services scouts from all over the region and provides a variety of unique camping opportunities to its patrons (Boy Scouts, 2018).

Girl Scouts: Girl Scout Troops 30046 and 30866 provide girls in Moorhead with the opportunity to grow into future leaders in their communities. There are almost 100 Girl Scouts who live and lead within Moorhead. On top of their annual cookie sales, Girl Scouts allow for their participants to learn leadership skills while building bonds with their fellow troop mates.

“Girl Scouts is one of the best organizations for diversity,” says Carolina Pettus, Member Support Specialist for Girl Scouts – Dakota Horizons. Pettus continues:

Girl Scouts does not discriminate by age, gender, or social status. Girls will never be turned away from participating in the Girl Scout program. I think Girl Scouts is valuable to the community, because these girls are rising up to take-action within Moorhead. They are all go-getters, innovators, risk takers, and leaders all trying to make Moorhead a better place for them and the rest of the community (C. Pettus, personal communication 2018).

Churches

Social capital is not only found in schools, arts, and youth organizations. Churches serve as a strong connector of individuals and bridge a variety of people together. There are 43 churches in Moorhead of various denominations. The graph below (Figure 6.1) provides a breakdown of denominations in Moorhead’s churches.

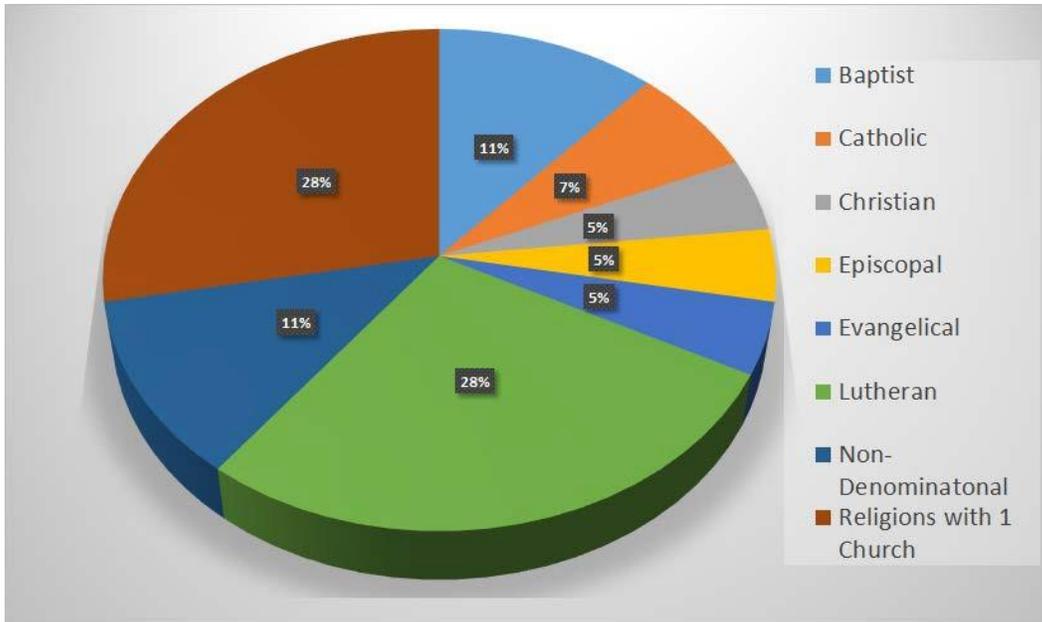


Figure 6.1. Number of Congregations for Different Denominations, Moorhead, MN.
Source: Church Angel. (2018).

The largest denomination in the Moorhead area is Lutheran with 28 percent of community members engaged in various congregations under this area. Aside from Lutheran, many community members of Moorhead identify under churches with only one congregation, where the denomination is unknown. With over 43 churches in the area, this allows residents the opportunity to find a place of worship that best matches their personal values (Churches in Moorhead, 2014).

As discussed previously, Churches United for the Homeless serves as a nexus of churches in the community. With 14 churches from Moorhead involved, Churches United for the Homeless helps build bridging between these communities by tapping on a shared desire to help those in need (Churches United for the Homeless, 2018).

The Lutheran Church of the Good Shepherd is one church within Moorhead that has grown over the past few years and provides avenues of social capital for people within the community. Pastor Taylor Wilson described how his congregation and members are proud to support the community and give back to the area. Wilson said, “Members are willing to support organizations that matter to them. There is pride and hope for growth within the community” (Wilson, T., personal communication, 2018).

One campaign Good Shepherd is leading is #ForFargoMoorhead. This campaign challenges members of the church to participate in random acts of kindness school supply drives and give back to the community other ways that has given so much to them. This “challenge” hopes to inspire others to give back and create climates of inclusion and respect for all members of the F-M community (For Fargo Moorhead, 2018).



Photograph 6.3. Fargo Forum, Fargo, ND.
Source: Fargo Forum. (2015, August).

Media

The Forum and Forum Communications: This publication is the centerpiece of the multistate Forum Communications Company. With a weekly circulation of 37,500 papers, *The Forum* is the largest circulating newspaper in the region, serving as one of the primary news sources in the Red River Valley (Forum Communications, 2018). Outside of the newspaper, Forum Communications sponsors the INFORUM website, the online counterpart to the Forum paper. INFORUM also serves as the web outlet for media produced by and for WDAY, Fargo-Moorhead’s ABC affiliate, which is also owned by Forum Communications.

Radio: The Fargo-Moorhead area has 15 radio stations (Nielsen Ratings, 2018). Of these stations, four make up the one third of market share, those being KPFX (107.9 The Fox), KFGO, KOYY, and KBVB (Bob 95). In individual genres, 107.9 The Fox is the only rock station in the market, as well as the largest stakeholder in the market. In individual genres, however, country takes up the largest share of the market with 16.6% of the market dedicated to this genre (Nielsen Ratings, 2018). The following table depicts the largest radio stations in the F-M area and their market share.

Table 6.4: Market Share of Top Five Radio Stations in Moorhead, MN

Station	Name	Percent Market Share	Format
KPFX-FM	107.9 The Fox	9.7	Rock
KFGO-AM	The Mighty 790 KFGO	8.9	News
KOYY-FM	Y94	6.9	CHR (Top 40)
KBVB-FM	Bob 95 FM	6.5	Country
KVOX-FM	Froggy 99.9	6.1	Country

	TOTAL MARKET SHARE:	38.1	
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Source: Nielsen Ratings (2018)

Community Attitudes

Members of the Moorhead community feel part of a bigger entity, especially college students living in the city for the first time. One student said when she first moved to Moorhead to attend MSUM. “We’re all students coming to our home away from home. But then we found our new family at our new home” (O’Driscoll, 2018). Throughout the various schools, arts and cultural organizations, youth groups and additional areas of involvement in Moorhead, members engage in activities that satisfy their personal ambitions and connect them to a larger community. The following page depicts an asset map (Figure 6.2) of social capital in Moorhead and the strengths it brings to the community.

Challenges

Membership within organizations in Moorhead is strong. Individuals engage in groups where they provide and receive benefits. However, one challenge facing Moorhead is a generation gap. Many members of the community have an embedded history with the city and look for the traditional values. As times change, and the city develops new traditions and values, older individuals are not always receptive to change. Taylor Wilson, pastor of Good Shepherd, noted that he sees this generation gap within levels of the church. Wilson notes, “Members are willing to support organizations that matter to them, but they want to see traditional values in what has been done to make change. Older members of the community are reserved about what they talk about and want to see and think Moorhead is becoming too liberal” (Wilson, T., personal communication, 2018). As Moorhead continues to grow, there may be some challenges inviting new people to join the community.

Asset Map

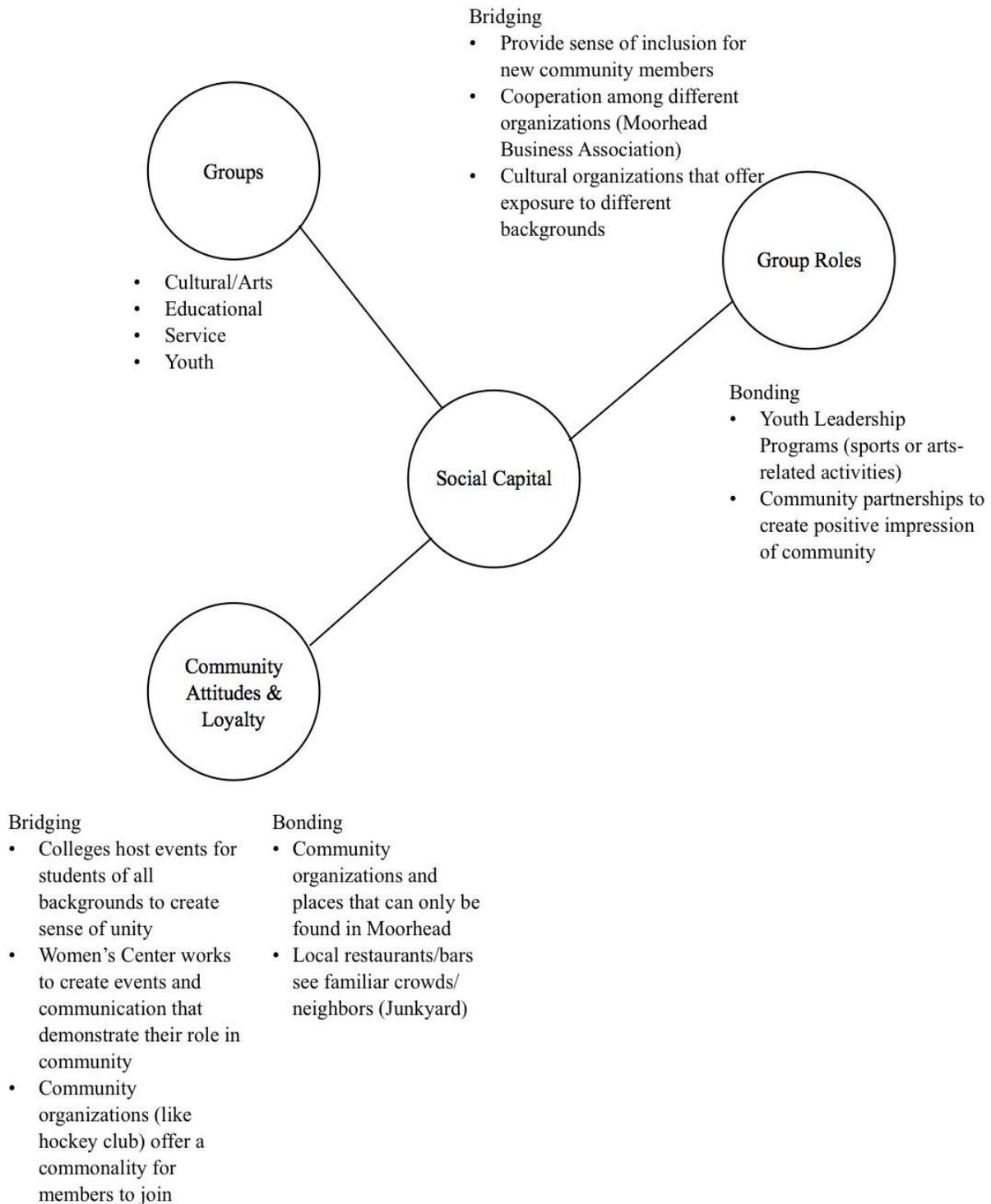


Figure 6.2: Social Capital Assets, Moorhead, MN.

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Chapter Seven: Political Capital



Photograph 7.1 “56560” Sign on Main Avenue, Moorhead, MN.
Source: Bertsch, Bob. (2018).

Atif Ahadujjaman, Bob Bertsch, Samantha Gould, & Siyad Hassan

The political capital of a community consists of the “organization, connections, voice, and power” as citizens make policy that reflects their shared values (Flora, Flora & Gasteyer, 2016, p. 184). It is one of the central themes in discussions of the influential power elites and their influence on community development (Szeman & Kaposy, 2011). The powerful elites (business, educational, and political) play a significant role in any community and more specifically on the economy. (Logan & Molotch, 2007). Although it includes the capacity of political leaders, political capital exists throughout the community.

Pierre Bourdieu comprehended it as “political power derived by politicians from the trust (expressed in the form of credit)’ also correlated to a capacity ‘to mobilize” (Schugurnesky, 2000, p.4). Since Pierre Bourdieu (2011) first described it, scholars have observed political capital either as being conterminous with personal experiences or classification of a broader contextual trait, especially the link between leaders and the public (Bozeman & Johnson, 2015). He sees it as a modification of social capital (Bourdieu, Poupeau, & Discepolo, 2002), tied less to political leaders, and more to the ability of citizens to translate social capital into material benefits – differences in patterns of lifestyle and consumption (Casey, 2008).

This chapter examines political capital from two main perspectives, social stratification and power structure. The social stratification of the community is addressed through income, occupation and educational levels in the community. The power structure of Moorhead is revealed by identifying the power elites, their relationship to other sources of power, and the access citizens have to those sources of power.

Social Stratification

Moorhead’s stratification based on household income differs slightly from that of Minnesota and the nation. Moorhead has a higher percentage of households making less than \$10,000 than Minnesota as whole and a higher percentage of households in \$10,000 - \$14, 999 income level than Minnesota or the nation. Moorhead also has a higher percentage of households making between \$50,000 and \$99,999 than Minnesota or the U.S. (Table 7.1). In general, Moorhead has a higher percentage of households in the lower and middle income classes than average and a much lower percentage of households in the uppermost income levels.

Table 7.1: 2016 Estimated Household Income Levels in Moorhead, MN.

Household Income Level	Pct. of U.S. Households	Pct. of MN Households	Pct. of Moorhead Households
Less than \$10,000	7.0	5.1	6.8
\$10,000 to \$14,999	5.1	4.2	6.7
\$15,000 to \$24,999	10.2	8.7	9.9
\$25,000 to \$34,999	9.9	8.7	9.7

\$35,000 to \$49,999	13.2	12.8	13.1
\$50,000 to \$74,999	17.8	18.7	19.5
\$75,000 to \$99,999	12.2	14.1	15.8
\$100,000 to \$149,999	13.5	15.9	12.5
\$150,000 to \$199,999	5.4	6.1	3.5
\$200,000 or more	5.7	5.7	2.5

Source: U.S. Census Bureau. (2010).

There is a gender gap in individual incomes in Moorhead. The average income of males is \$52,151 a year while the average income of females with the same position and education is \$39,877 a year.

There is an income difference by race (Table 7.2). The per capita income for whites in Moorhead is almost twice as much as any other racial group.

Table 7.2: 2016 Estimated Per Capita Income by Race, Moorhead, MN

Racial Group	Per capita income in the past 12-months
White	\$27,107
American Indian/Native Alaskan	\$14,047
Black/African American	\$13,404
Asian	\$12,799
Native Hawaiian/Pacific Islander	\$7,091

Source: U.S. Census Bureau. (2010).

Interviews with community members indicated that most of the immigrant populations work in the industrial field, while the white population works more management and office jobs (Anonymous, personal communication, October 2018).

Power Structure

Moorhead's power appears to be concentrated in three major groups: the business elite, educational elite, and the political elite. Although other groups have power in the community, it is largely siloed. There is little crossover between the leadership of organizations in the arts, youth sports, and other community organizations. The business, educational and political elite, have been collaborating in organizations like Downtown Moorhead, Inc. and the Greater Fargo-Moorhead Economic Development Corporation. The burgeoning connections among Moorhead's power elite and the relative stratification of other citizens create a hybrid networked/pyramidal power structure, see Figure 7.1.

Although opportunities exist for citizens with less power to find a voice, some community members we interviewed felt minority voices were not being included in decisions that directly impact them. Specifically, discussions about the future the Moorhead Community Pool and Romkey Park have not included the voices of the surrounding neighborhood, especially it's Hispanic residents (Anonymous, personal communication, October 2018).

Several prominent organizations and groups bring both unity and voice to the residents in Moorhead. One of the most recently-established organizations, Downtown Moorhead Inc. (DMI), is rapidly gaining traction in the area, recently partnering with the City of Moorhead to further implement economic development in the city. According to *Inforum*, September 2018, the CEO of Downtown Moorhead Inc., LaPoint, and the City Manager of Moorhead will primarily work together to create a more stable, economically-progressive community. Because the previous economic director had recently resigned, the City of Moorhead thought it would be best to partner with Downtown Moorhead Inc. to better connect with the residents and local businesses – signing a three-year contract with DMI. Upon completion of the agreement, DMI's CEO stated that he would be striving to create a better economic opportunity for all and would provide equal opportunity for all residents to reap the benefits from this contract.

Another prominent organization, the Moorhead Business Association (MBA), is an active advocate for the community's business growth and development. As stated from their website, they “foster growth of Moorhead business through advocacy, networking, and information” (Moorhead Business Association, 2018), thus displaying their amount of dedication and loyalty to the residents of Moorhead. Through commitment and outreach, the MBA is working towards creating a community that has greater opportunities for up-and-coming businesses, enhancing and supporting pre-established areas of business, as well as encouraging entrepreneurs across the area. Membership is required for this organization. However, it is easily accessed – any individual or firm that has a passion or interest for growth, expansion and the improvement of the community may join. Once a member, each individual or firm is granted voting rights within the MBA, ensuring all are included in plans and opportunities.

The city's major employers and high-profile businesses hold significant influence. The colleges in the city are among the major employers. Minnesota State University-Moorhead is the city's largest employer, so it has significant power as both an educational institution and as an employer. In addition to their power as employers, the city's colleges and universities hold power in their ability to bring almost 12,000 students to the community (Greater Fargo Moorhead Economic Development Corporation, 2016).

The City of Moorhead ensures that citizens can readily and voluntarily participate in city council meetings, community development block grant meetings, county board meetings, as well as numerous more meetings, events, and get-togethers. However, getting enough citizens to participate enough to cause a call to action can be challenging at times, as fluctuations in the

individual flow of participation may vary. The Moorhead City Council represents the citizens with eight elected individuals from the four quadrants of Moorhead – two representatives per sector, plus the Mayor, accounting for nine individuals total who represent the area. The council members wield the most accessibility and power – consulting with other staff members before making decisions, as well as holding the power to vote. The Mayor, however, has no voting power but retains the right to veto while in session. This ensures that all four quadrants get represented equally, with no particularism from the Mayor-elect. More information about the government and jurisdiction of Moorhead can be found in Chapter 10 - City Government.

These three groups; the business elite, the education elite and the political elite hold much of the power in Moorhead. While each group makes efforts to include voices from outside their group, they have also worked to strengthen their connections with the other elite groups. The business elite and the education elite strengthened their relationship. University presidents are seeking out an improved relationship with local business and industry (A. Blackhurst, personal communication, October 23, 2018), and businesses are welcoming this stronger connection, as evidenced by the participation of university presidents and other officials on the boards of economic development groups. These stronger connections tend to consolidate power among these three elite groups.

The connections between these elite groups and other groups in Moorhead tend to be weaker than the connections between the elite groups. A reputational analysis of Moorhead revealed a pyramidal structure with some network characteristics. Though several main institutions of power are easily accessible from lower positions, the potential growth in Moorhead's power lies within increased participation, equity, inclusion and networking. Focusing on these activities increases the social mobility within a traditional pyramid scheme. The pyramid structure can be controlling and rigid. Nurturing network characteristics within this structure provides flexibility, increases accessibility to power, and creates a unique, balanced and thriving community.

The figure below (7.1) shows the results of the reputational analysis and illustrates the hybrid hierarchical/networked power structure of Moorhead.

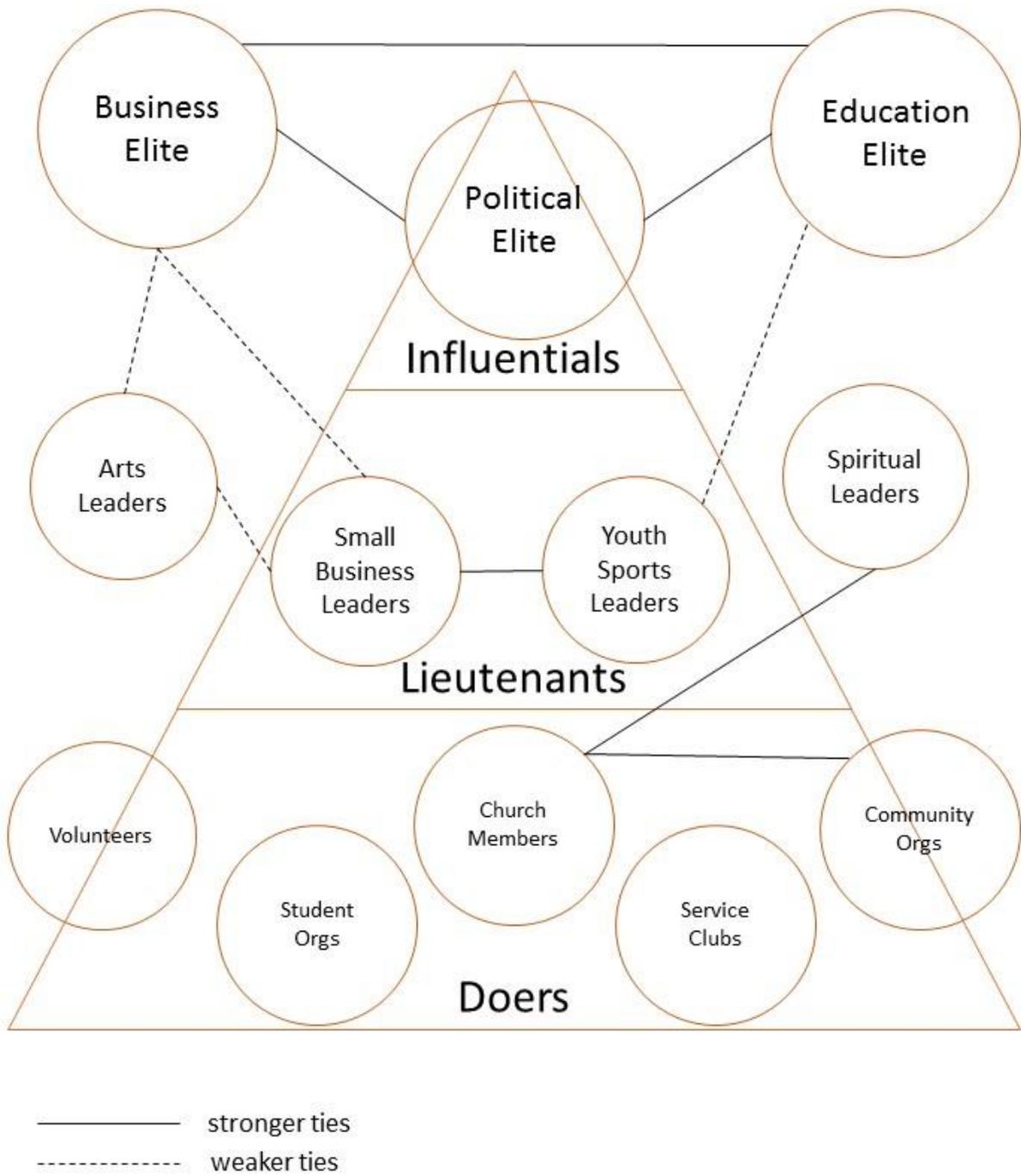


Figure 7.1 Power Structure, Moorhead.
 Source: Reputational Analysis of Moorhead, MN (2018).

Moorhead is a relatively liberal city. Voting patterns in the last 13 elections with a federal race show a clear preference for Democratic candidates in federal races, see Figure 7.3. This preference is not entirely consistent with the data gathered from citizen interviews which revealed feelings that the community is somewhat resistant to change and less welcoming of

outsiders than one might assume based on political leanings (Anonymous, personal communication, October 2018).

The figure below shows Moorhead’s voting patterns in federal elections between 1992 and 2016. Using election results from all Moorhead city precincts, percentages were calculated on the number of votes candidates for each party received in races for U.S. President, U.S. Senate, and U.S. Congress (MN 7th). Although many of these races included candidates from several parties other the Republican and Democratic parties, votes for all other parties were grouped into the category “Other,” due to the relatively low number of votes cast for those candidates. It should be noted, that this data may be skewed by the number of votes for Democratic Congressman Colin Peterson, who ran successfully in every election represented in the figure below.

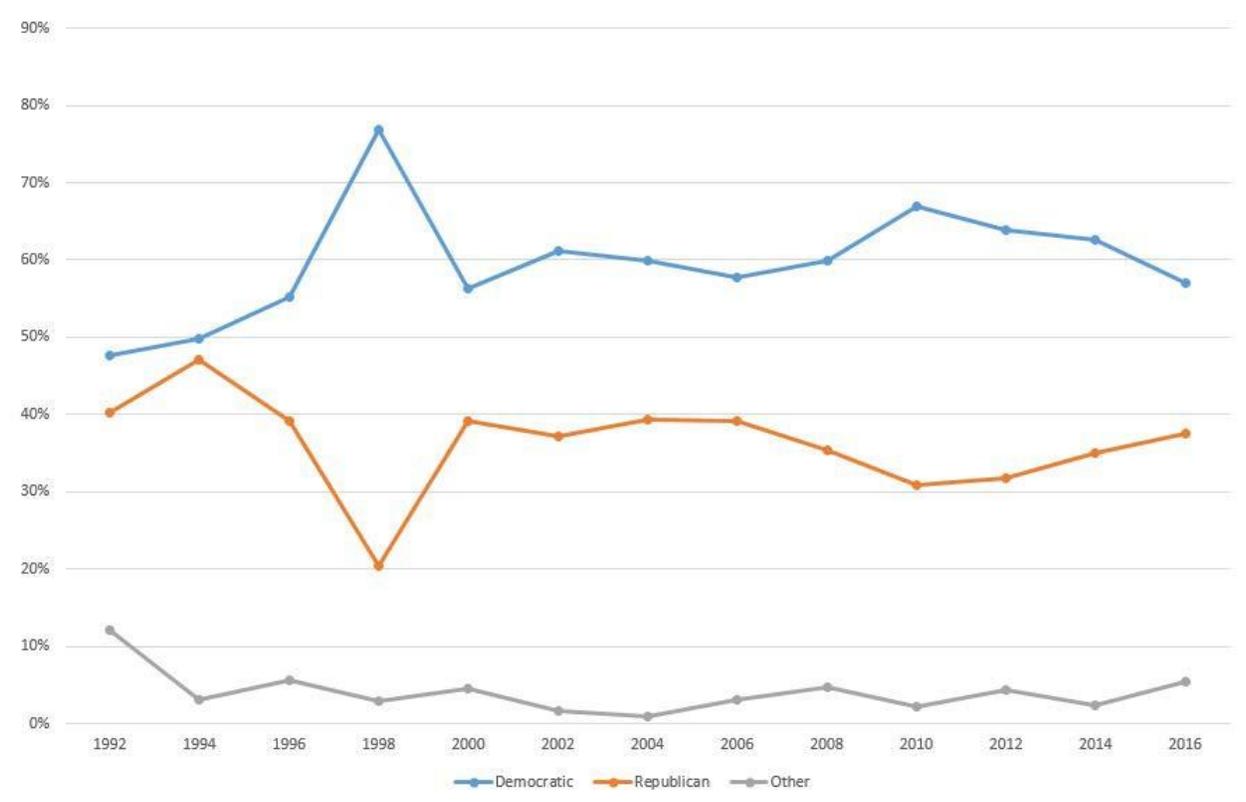


Figure 7.2. Percentage of Ballots Cast in Federal Races by Party (1992-2016), Moorhead, MN. Source: Minnesota Secretary of State Department. (2016).

Asset Map

While power in Moorhead is held largely by the business, education and political elite, there is significant opportunities to build and share that power through increased participation, equity, inclusion and networking (see figure 7.3).

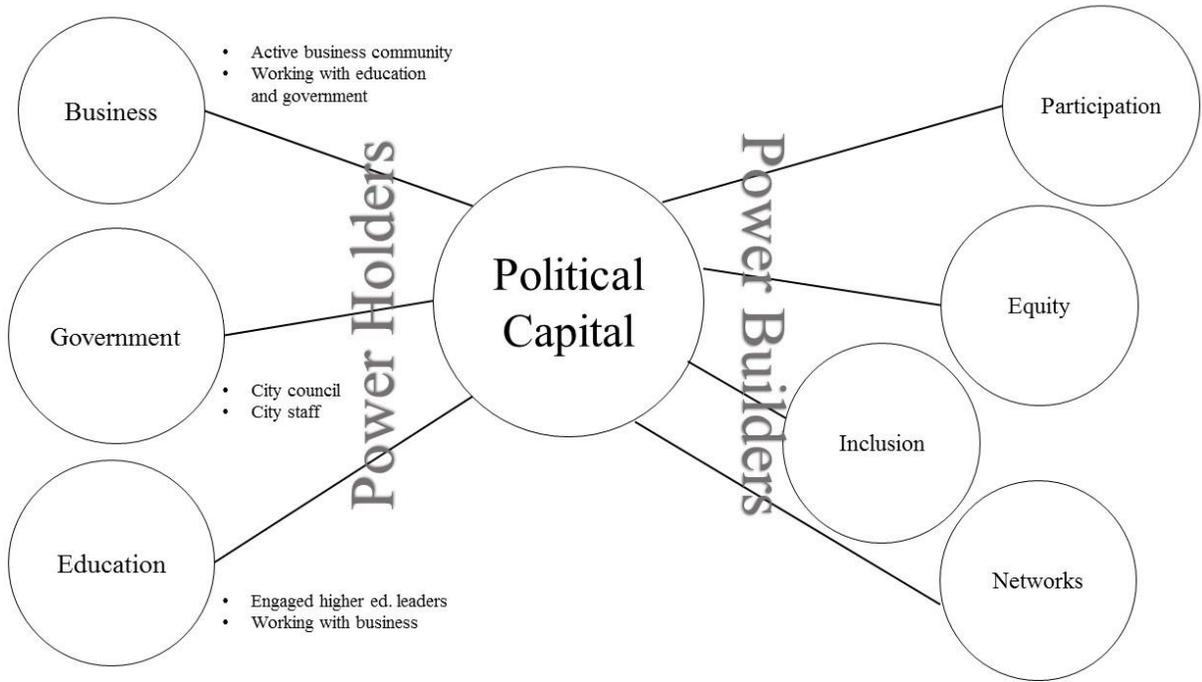


Figure 7.3 Political Capital Assets, Moorhead, MN.

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Appendix Table 7.2 Percentage of Ballots Cast in Federal Races by Party (1992-2016), Moorhead, MN

Year	Republican Vote Pct.	Democratic Vote Pct.	Other Vote Pct.
1992	40.23%	47.61%	12.17%
1994	47.13%	49.8%	3.08%

1996	39.09%	55.27%	5.64%
1998	20.41%	76.78%	2.81%
2000	39.01%	56.49%	4.5%
2002	37.07%	61.33%	1.6%
2004	38.92%	60.23%	0.87%
2006	38.9%	57.22%	3.06%
2008	35.11%	60.28%	4.61%
2010	29.96%	64.86%	2.14%
2012	31.5%	64.25%	4.44%
2014	35%	62.72%	2.28%
2016	37.53%	57.22%	5.26%

Chapter Eight: Financial Capital



Photograph 8.1. American Crystal Sugar Company, Moorhead, MN
Source: Heller, Sawyer. (2018).



Photograph 8.2. Minnesota State University Moorhead.
Source: MNState.edu (2018).

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Financial capital refers to the financial resources available to invest in community capacity building, to underwrite businesses development, to support civic and social entrepreneurship, and to accumulate wealth for future community development. Many times, financial capital becomes the focus of community efforts. “Financial capital is resources that are translated into monetary instruments that make them highly liquid” (Flora & Flora, 2016, p.219).

The community is given a new look and feel, based upon ideas from the community. Potential Impact, renovated businesses in the downtown are thriving due to increased tourism (financial capital). New developments increase community pride (cultural capital). Local businesses and homes increase in value (financial capital). Simply put, financial capital enhances the built structures like roads, bridges, and buildings in the community. Representatives of infrastructure development groups, banks, endowments, and funding agencies are all potential contributors of financial capital. Throughout this chapter we are going to analyze financial capital assets, income, the economic structure of overtime, and income of Moorhead.

Current Economic Base

The economic base is the businesses that generate employment in a community or a geographical area (Web Finance Inc., 2011). According to the U.S Census Bureau (2016), Moorhead’s main economic base is made up of industries such as construction, agriculture, transportation, and healthcare, to name a few. The industries are displayed in Table 8.1 (Appendix Table 8.1). The number of establishments in each sector is shown in Table 8.1. Several of the major critical employers of the area are in Moorhead such as the two colleges: Minnesota State University Moorhead and Concordia College, providing 2,740 jobs for the community. American Crystal Sugar (Photograph 8.1), a beet sugar production cooperative, provides manufacturing jobs in the area. It provides around 720 jobs in Moorhead during peak season. The peak season runs from September into May, or whenever there are no more sugar beets to process. They work with all kinds of farmers within a 200 miles radius. They provided about 25% of the countries sugar production and 15% worldwide (Crystal Sugar, 2013).

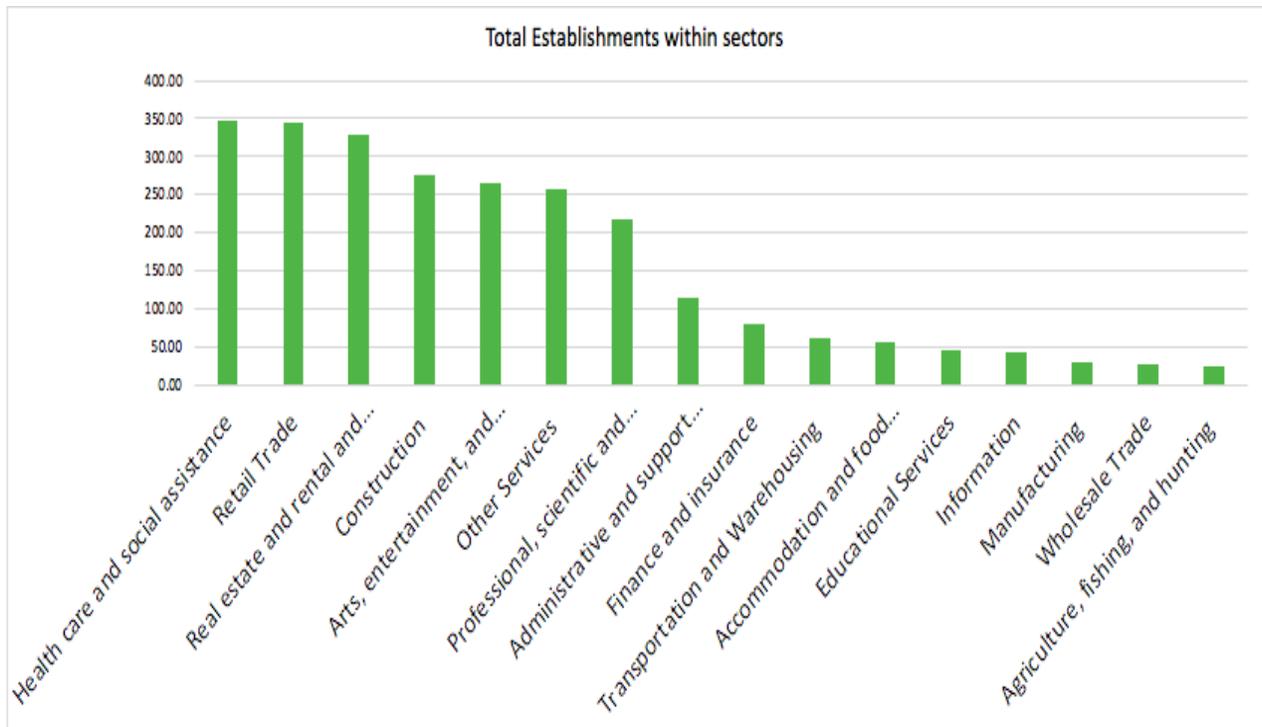


Figure 8.1. Establishment within sectors, Moorhead, MN.
Source: US Census Bureau. (2016).

Primary Versus Secondary Industries

The City of Moorhead is comprised mainly of secondary industries, such as healthcare and educational services, with primary industries, like agriculture, making up its economy and job market. The multiple colleges in Moorhead and the surrounding area, as well as the Sanford Health/other medical care facilities near Moorhead, contribute to high rate of secondary industries for Moorhead. The high population of college age people also provide a strong workforce that many businesses in the area can utilize.

Primary industries make up less of Moorhead's economy and job market, but are still important to the City of Moorhead. Agriculture, and manufacturing still play a large role in the employment of people in the community as well as bring worker from the surrounding area into Moorhead. The Moorhead Industrial Park provide an area for primary industries to operate and are incentivized to develop.

Both I-29 and I-94, along with a well-developed railroad system in the area provide multiple means of transportation for goods to be sent into and out of Moorhead. This allows for both primary and secondary industries to have access to the resources they need, and the businesses are able to move their products outside of Moorhead. Hector International Airport in neighboring Fargo, North Dakota and the Moorhead Municipal Airport is another means of transportation for the area.

Commuting patterns

The overall commuting patterns of Moorhead shows dominance towards driving alone, with carpooling and walking coming in next for main methods of transportation (U.S Census Bureau 2010). As seen in (Figure 8.2; Appendix Table 8.2) a majority of people who work in Moorhead travel alone to work daily. 7% (1,586) Carpooled, 6% walked, 2% (340) Used public transportation, 1% used other means of transportation. (Figure 8.2; Appendix). This data was retrieved from the U.S. Census Bureau based workforce data of 22,412 people in Moorhead. This data also included that 5% (1097) of the workforce in Moorhead works from home therefore will not commute in a traditional manner.

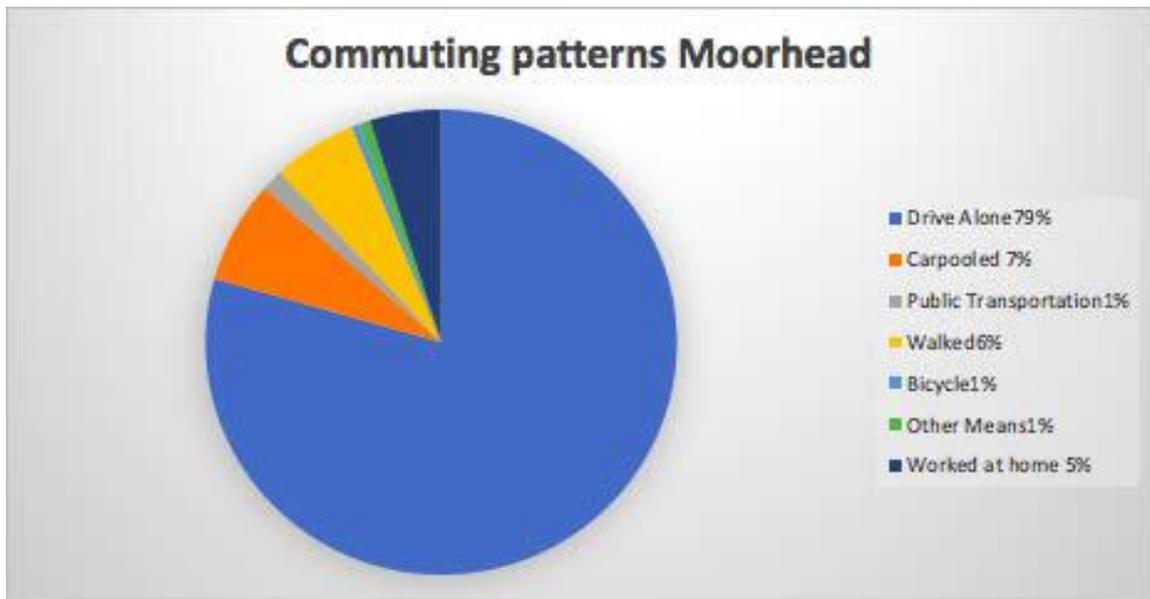


Figure 8.2. Commuting Patterns of Moorhead, MN.
Source: U. S Census. (2010).

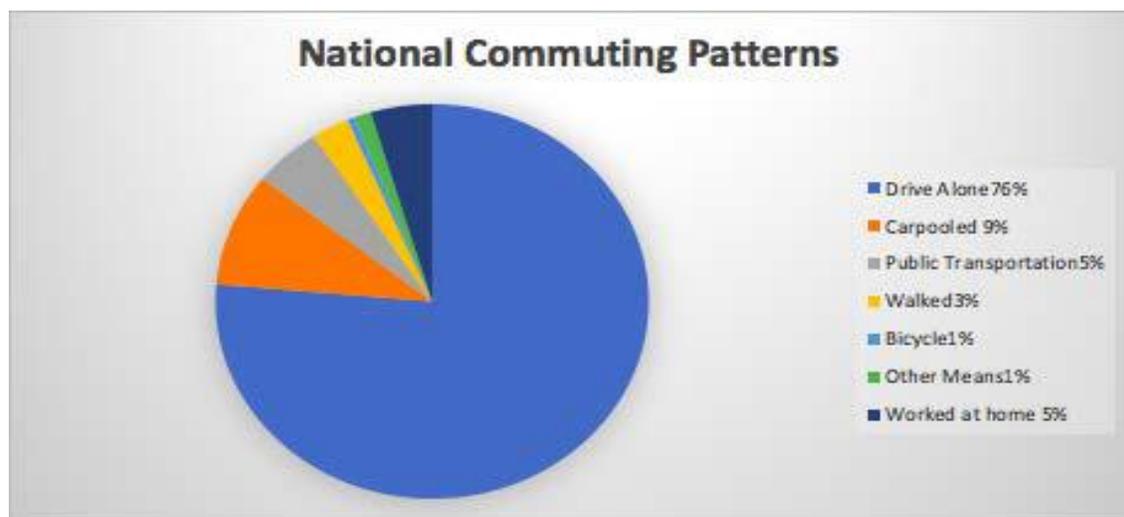


Figure 8.3. National Commuting patterns, Moorhead, MN.
Source: U.S. Census. (2010).

The overall commuting patterns of the city of Moorhead are very similar to the national average patterns as shown in Figure 8.3 (Appendix Table 8.3). According to the U.S Census Bureau (2016), 80% of people drove alone to work, 10% of people carpooled. The most significant difference is that Moorhead is 8% less than the public transportation national average. This suggests that Moorhead public transportation is used less than the national average. Also, it can be noted that Moorhead has a higher portion of its workforce walking to their jobs compared to the national average (6% compared to Moorhead's 3%). The mean travel time to work for the national workforce is 26.1 minutes, which is much greater than Moorhead's mean of 16 minutes. Most of the jobs in the area are close either in Moorhead or a short drive over the river to Fargo. The commuting data in the Figure 8.4 (Appendix Table 8.4) below shows Moorhead's commuting time compared to the national and state commuting data. Additionally, it illustrates that Moorhead's workforce has a significantly higher amount of people who have a commute that is between 10-19 minutes compared to the other data.

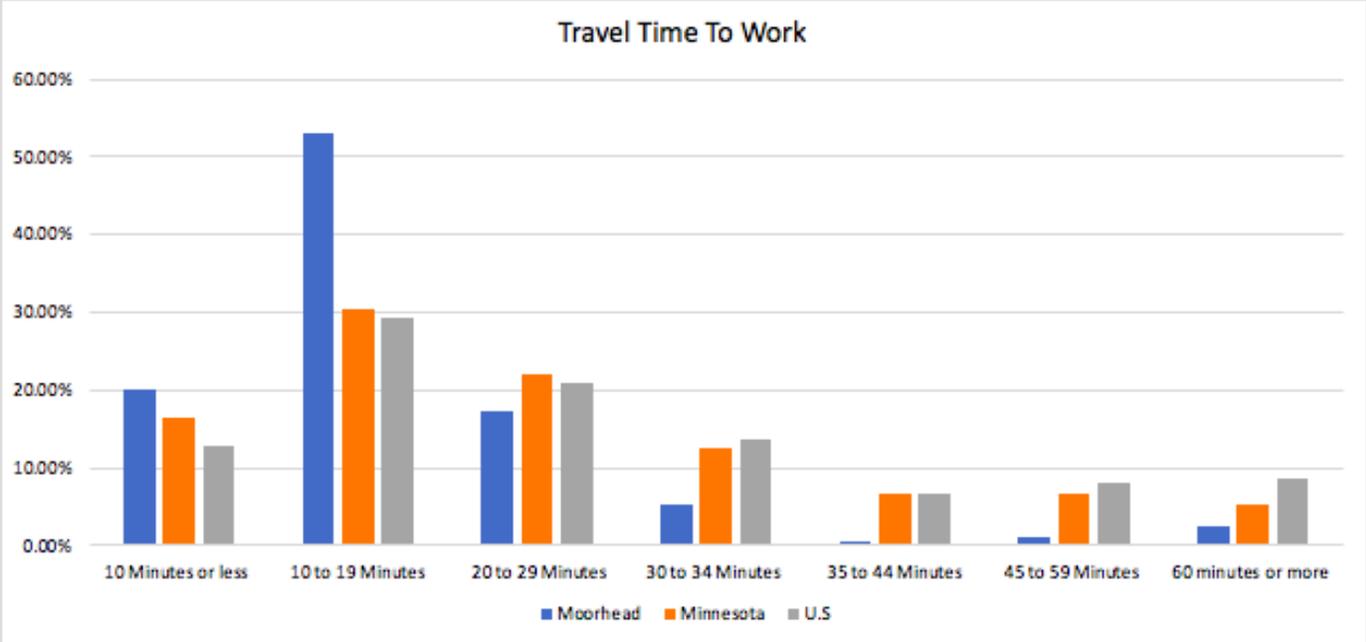


Figure 8.4. Relationship Between Travel Time to Work, Moorhead. Source: U.S. Census. (2010).

Income

Income can be defined as the money or something of monetary value that is gained after an exchange of goods or services provided. Within Moorhead, the median income within full-time, year-round workers with earnings was \$50,220 during the fiscal year (US Census Bureau, 2018). The recent accurate household income levels are a result of this substantial growth for the local Moorhead community (Figure 8.5). This is much lower than the median income level for Minnesota, which sits around \$63,000, but it is nearly the same as the National median. While Moorhead is lower than state level, there is also an indication of growth that Moorhead has experienced as its average household median income level has increased steadily over the past 8 years (Figure 8.7).

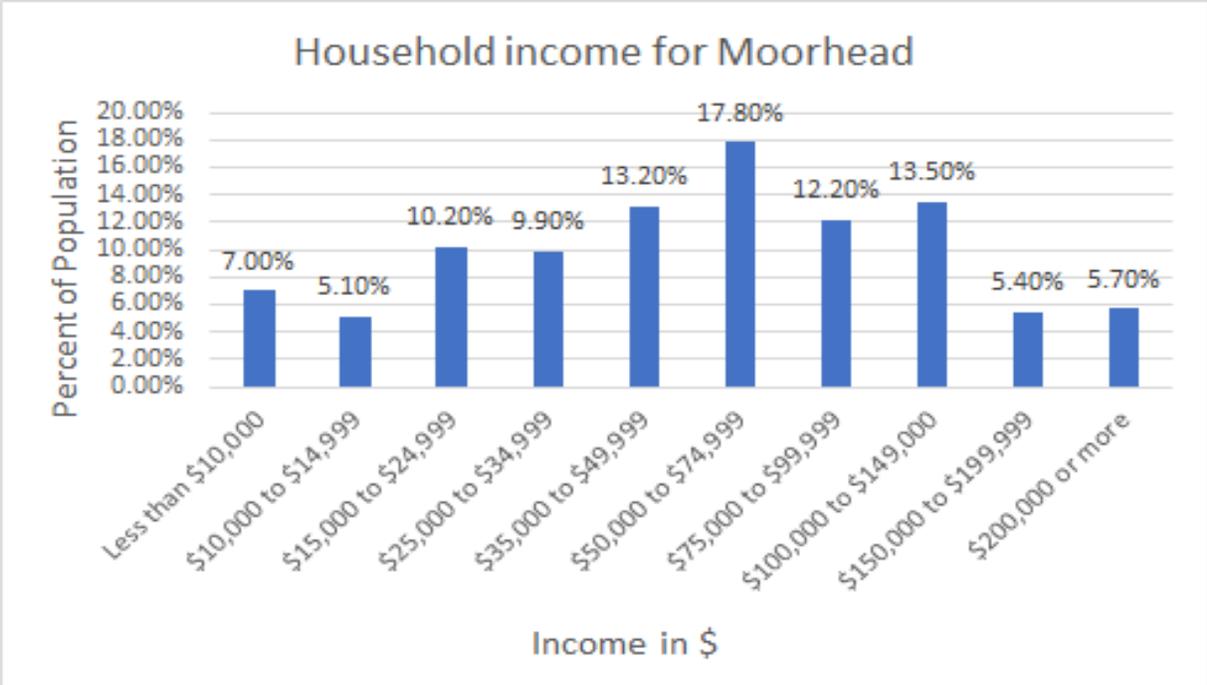


Figure 8.5 Graph of household income of Moorhead's population.
 Source: U.S. Census. (2016).

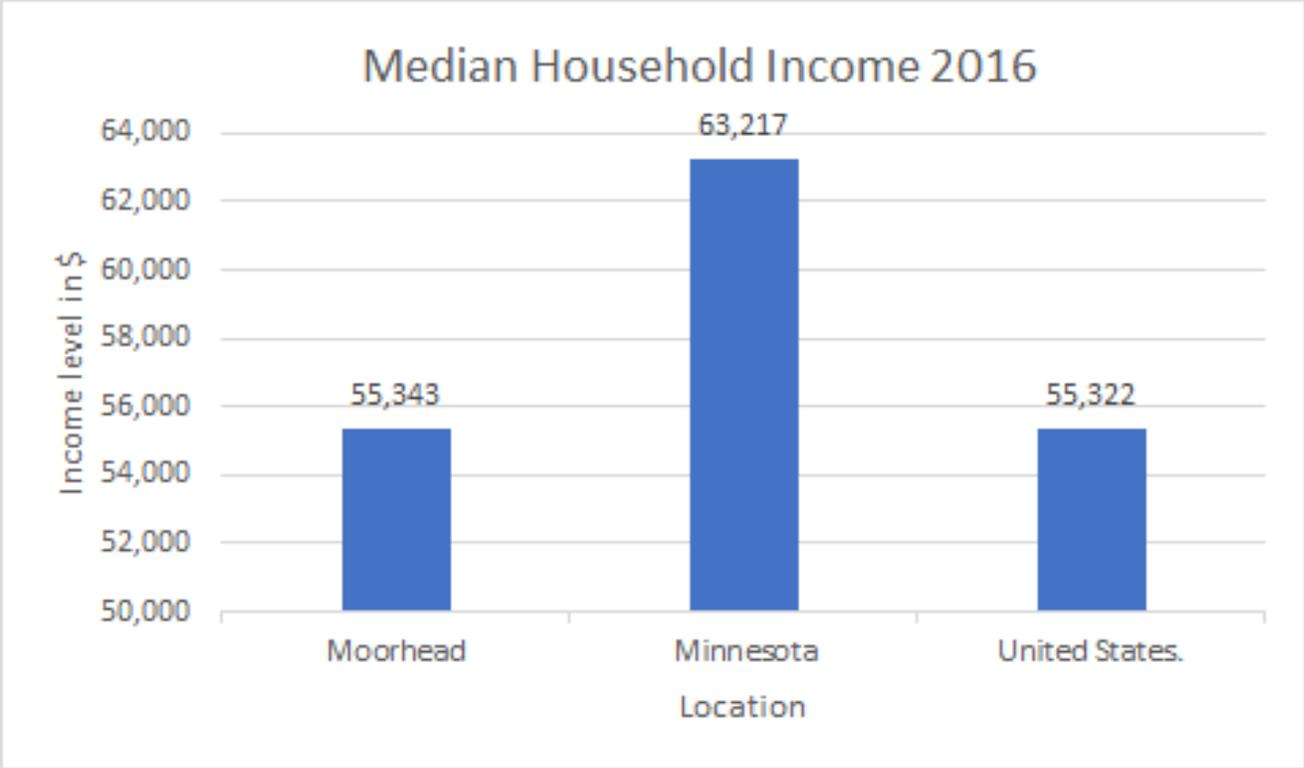


Figure 8.6. Graph of Median Household Income levels, Moorhead, MN.
 Source: U.S. Census. (2016).

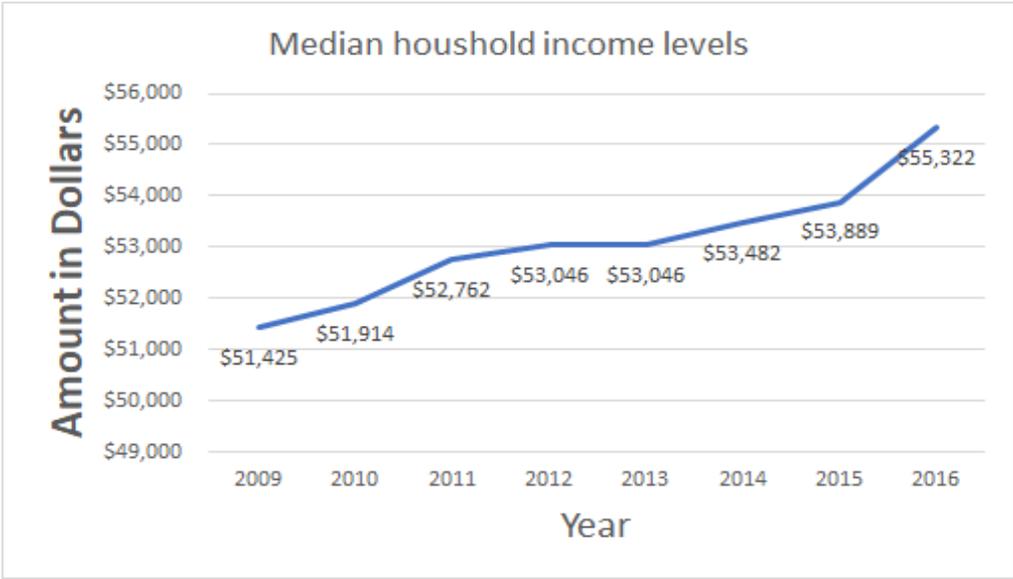


Figure 8.7. Increase in household income levels over 8 years, Moorhead, MN.
 Source: U.S. Census. (2016).

Economic Structure Over Time

Moorhead's economic structure began with the railroad system which was used for transportation of goods and people. Once in Moorhead, many of the goods were transported on the Red River both north into Canada, and south to South Dakota. Later, the interstate system was constructed with I-29 (north/south) and I-94 (east/west). The new infrastructure added to the transportation capabilities of Moorhead and allowed for even more goods and people to be moved to and from the city.

The railway, river, and interstates are all still important to Moorhead's economy, but there has been a shift toward other industries. As the City of Moorhead grew, multiple colleges were founded and the extensive education system. Now the three largest employers in Moorhead are the Moorhead Area Public Schools, Minnesota State University Moorhead, and Concordia College. Together the three schools' systems add nearly 3,000 jobs for the Moorhead community.

With the multiple colleges that are in Moorhead, a large young adult aged population exists in the city, at least for the majority of the year. This large age group provides a strong workforce that helps to fulfill many service jobs and part time positions for businesses. Many of the businesses and industries in Moorhead are dependent on the student workers.

Reinvestment Capital

The Community Reinvestment Act is intended to encourage depository institutions to help meet the credit needs of the communities in which they operate, including low- and moderate-income neighborhoods, consistent with safe and sound banking operations. It was enacted by the Congress in 1977 (12 U.S.C. 2901) and is implemented by Regulations (Federal Financial Institutions Examination Council 2018).

The City of Moorhead has seven deposit institutions, the two that have the full data in the FFIEC are Bremer Bank and the State Bank of Moorhead. Bremer Bank serves the local community as well as other rural towns nearby. The State Bank of Moorhead is a smaller institution compared to Bremer Bank but they are both active in the community. On a regular basis, both banks undergo an examination as a small and large institution. The examination is completed by the Federal Financial Institutions Examination Council, or FFIEC. The examination includes factors such as lending ability to low-income and other vulnerable populations, and prior assessment performance. The community also has a section in the examination where it is reported how they think the bank is impacting the community. Both Bremer Bank and The State of Moorhead have a rating of Satisfactory (Federal Financial Institutions Examination Council, 2018). This means both banks do a lot for the community and are in good standings with FFIEC and their community for reinvesting back into the community.

Financial Capital Assets

Financial assets allow the city of Moorhead to grow and continue to improve. The Financial capital touches all areas of Moorhead and this is evident through the amount of ways the wealth is generated in the community. The following list depicts these assets:

- Large number of business
- Multiple schools holding majority of jobs
- Construction
- Retail
- 76% of households are above poverty standards
- Median household income has been on the rise since 2009
- The growing assets available for the community
- High CRA ratings

Each of these have an impact on the overall progress of Moorhead in the terms of the community's financial status.

Asset Map

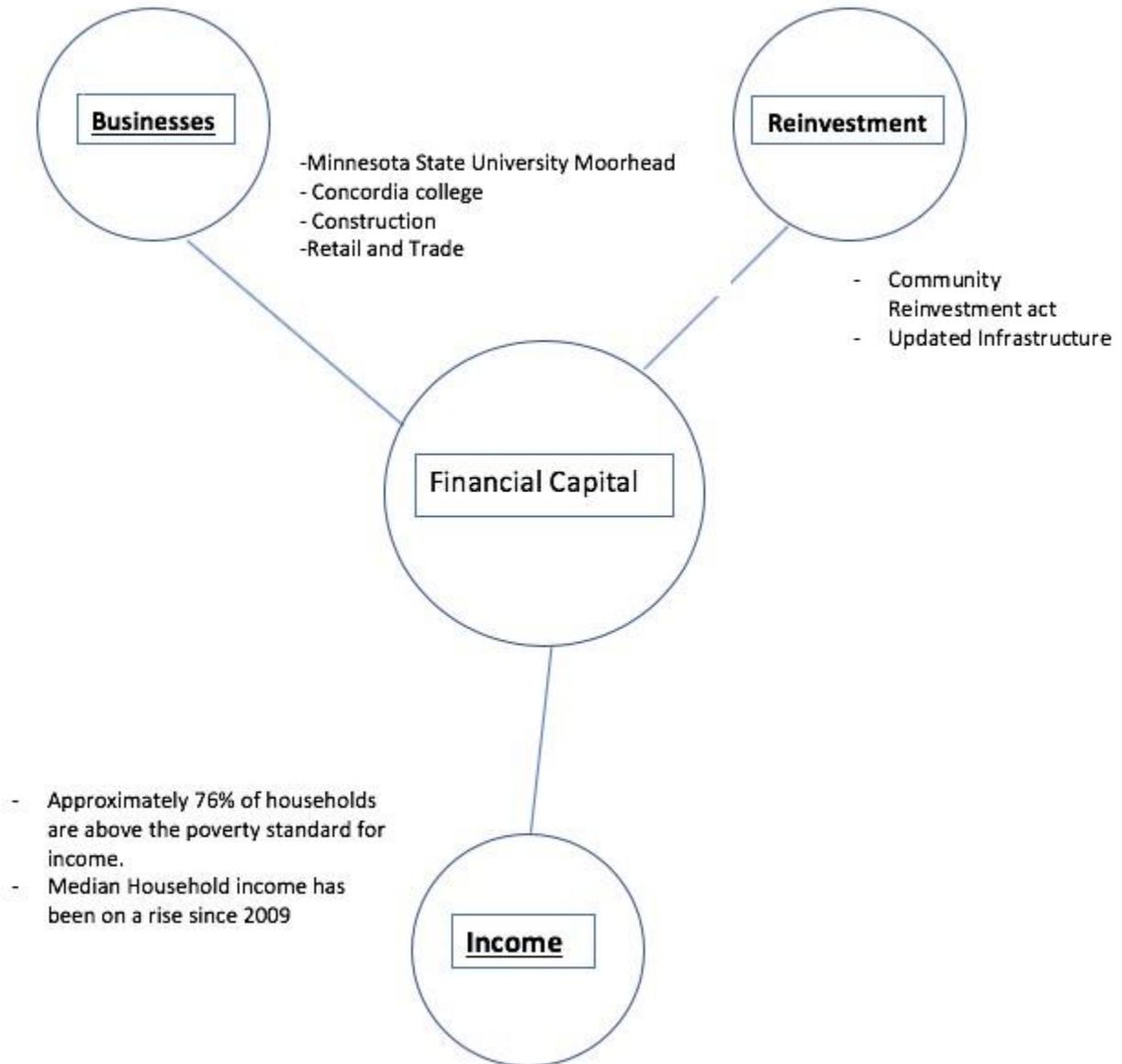


Figure 8.8. Financial Capital Assets, Moorhead, MN.

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Appendix Table 8.1: Establishments Within Sector in 2016

Sectors	Total Establishments within sectors
Agriculture, fishing, and hunting	25
Construction	276
Manufacturing	29
Wholesale Trade	26
Retail Trade	345
Transportation and Warehousing	62
Information	43

Finance and insurance	80
Real estate and rental and leasing	329
Professional, scientific and technical services	218
Administrative and support and waste management and remediation services	114
Educational Services	44
Health care and social assistance	347
Arts, entertainment, and recreation	266
Accommodation and food services	56
Other Services	257

Appendix Table 8.2: Commuting Patterns of Moorhead 2016

Drive Alone	79.40%
Carpooled	7.10%
Public Transportation	1.50%
Walked	5.80%
Bicycle	0.50%
Other Means	0.80%
Worked at home	4.90%

Appendix Figure 8.3: National Commuting Patterns 2016

Drive Alone	76.40%
Carpooled	9.30%
Public Transportation	5.10%
Walked	2.80%
Bicycle	0.60%
Other Means	1.20%
Worked at home	4.60%

Appendix Figure 8.4: Relationship Between Travel Time to Work in 2016

	10 Minutes or less	10 to 19 Minutes	20 to 29 Minutes	30 to 34 Minutes	35 to 44 Minutes	45 to 59 Minutes	60 minutes or more
Moorhead	20.10%	53%	17.40%	5.20%	0.60%	1.10%	2.50%
Minnesota	16.40%	30.40%	22.10%	12.50%	6.70%	6.60%	5.30%
U. S	12.90%	29.20%	20.90%	13.70%	6.70%	8%	8.70%

Appendix 8.5: Household Income in Moorhead in 2016

Income	Percent of population
Less than \$10,000	7%
\$10,000 - \$14,999	5.10%
\$15,000 - \$24,999	10.20%

\$25,000 - \$34,999	9.90%
\$35,000 - \$49,999	13.20%
\$50,000 - \$74,999	17.80%
\$75,000 - \$99,999	12.20%
\$100,000 - \$149,999	13.50%
\$150,000 - \$199,999	5.40%
\$200,000 or more	5.70%

Appendix 8.6: Median Household income in 2016

Income in \$	Location
55,343	Moorhead
63,217	Minnesota
55,322	United States

Appendix 8.7: Median Household income level in Moorhead from 2009-2016

Amount in \$	Year
51,425	2009
51,914	2010
52,762	2011
53,046	2012
53,046	2013

53,482	2014
53,889	2015
55,322	2016

Chapter Nine: Built Capital



Photograph 9.1. Bridge Between Moorhead and Fargo, Moorhead, MN.
Source: Ahadujjaman, Fnu. (2018, Nov. 2).

Fnu Ahadujjaman, Nicholas Myhre, Barameer Okumu, & McKaia Ryberg

Built capital encompasses many different assets and elements of a community. It is seen as the framework to a community in regard to physical resources. As defined by Flora, Flora and Gasteyer (2016), built capital “provides a supporting foundation that facilitates human activity.” (p. 260). Built capital is also defined as “The facilities that are part of the [community] including developed recreation sites, administrative buildings, public property, and structures and transportation of roads and trails necessary for managing the activity of the [community]” by the United States Forest Service. Built capital is often seen as an area to be improved on through initiatives such as street projects, public housing, or development of physical infrastructure or facilities. It is essential to supporting the lives of the people in the community but according to Flora, et al., can also “divert financial capital from other investments [within the community]” (p. 260).

This chapter will explore the range of built capital within the Moorhead community while focusing on the quality, quantity, and accessibility of the built capital identified. From observing the quality and quantity of local infrastructure and public utilities to taking a look at the public facilities available to community members, an observational based chapter makes a comprehensive summary of the City of Moorhead’s built capital.

Local Infrastructure

Roads & Streets. Perhaps one of the most obvious parts of built capital, within a community, is the infrastructure present throughout that area. Local infrastructure within a city is everything from roads and bridges to medical service facilities. These are assets that individuals can observe as physical structures or components of the community. Roads, streets, bridges, and construction is a popular facet to local infrastructure, and is certainly relevant to assessing the quality of Moorhead’s local infrastructure category. This past summer, 2018, the Minnesota Department of Transportation (MnDot) and the City of Moorhead’s Engineering Department successfully completed the Hwy 10/Hwy 75 Improvement Project. As outlined on the MnDot website, this project had many benefits and included many improvements including resurfacing Main Avenue between the largely traveled Veterans Memorial Bridge and Eighth Street. This project also had an outcome of “Safer intersections for pedestrians and improved pedestrian accessibility” by replacing six traffic signals and installing a pedestrian-activated crosswalk signal on Eighth Street at 10th Avenue near Concordia College. (MnDot, 2018). This 4.8 million dollar project not only improved the quality of the current roads and referenced streets, but also improved on the technological infrastructure as well by installing underground fiber optic cable along the majority of the roads involved in the project.

Taking upon large road projects may be seen as an annoyance to citizens, but may also be seen as the city and state’s way of taking care of the built infrastructure of the community. When asking an individual, who wishes to remain anonymous, on their perceptions of the current roadwork coming from the SE Main, 20th St, 21st St Underpass Project, the individual stated “I know they [the City] is trying to make the roads better for us but I wish it didn’t have to last through the winter while my kids are driving to and from the Moorhead High School.”

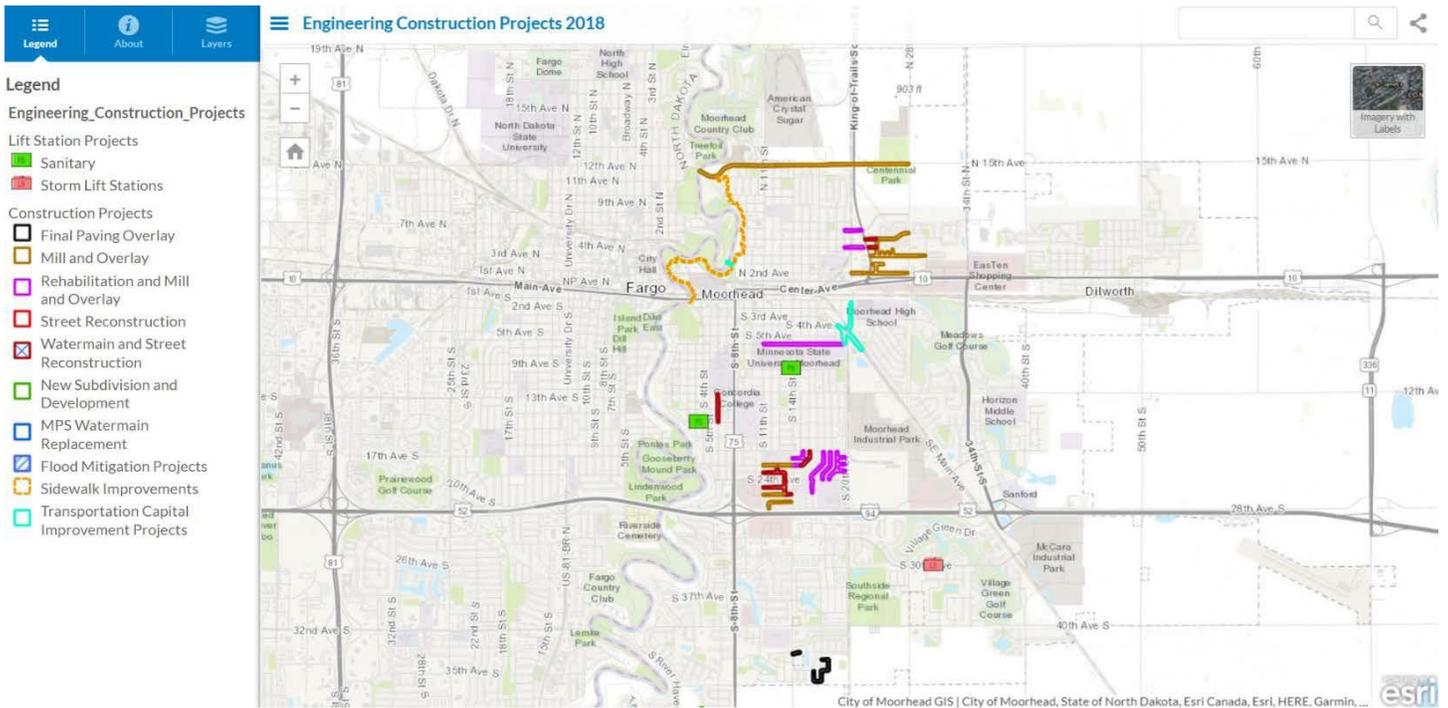
(Anonymous, 2018) (see Photograph 9.2). The Underpass Project will cause various lanes and roads between the Moorhead High School and Minnesota State University Moorhead and the road closures are expected to be in place for more than a year, according to the City of Moorhead News Section. (City of Moorhead 2018).



Photograph 9.2. Main Ave. and Fourth Street, Downtown Moorhead, Moorhead, MN.
Source: MnDot. (2018). *Published on MnDot Completed Moorhead Projects Archives.*

This portion of local infrastructure is constantly changing and being updated. Map 9.1 shows the Engineering Construction Projects for the City of Moorhead in the year 2018. This interactive map available on the Moorhead website is one way to communicate upcoming and current roadwork to community members. While improvements and projects are on deck for the City of Moorhead in regard to the street and road quality, there are still many areas that need attention. One common theme that was found throughout Moorhead's roads and streets is that many water/drainage caps stick far out of the ground causing a rough ride for Moorhead community members as they travel through the city. Almost every city road has a curb alongside the majority of it's sidewalks. Many train track networks running through the city also disrupt a smooth ride for community members using personal transportation, but present safe warnings. Additionally, the City continues to update the use of pedestrian signs (as described in the

Hwy10/Hwy 75 project) and has a surprisingly large amount of sidewalks. These sidewalks extend from more than just the downtown district. Photograph 9.4 also depicts the wide range of sidewalks on different streets within Moorhead as well as the different quality of various streets/areas and use of signage or signal lights.



Map 9.1: Engineering Construction Projects 2018, Moorhead, MN.
Source: City of Moorhead. (2018).



Photograph 9.3. Collection of Street and Sidewalk Quality, Moorhead, MN.
 Source: Ahadujjaman, Fnu. (2018, Nov. 2).

Public Utilities. The City of Moorhead has a wide range of utility services available to residents and business owners throughout the community. These services include sanitation services (recycling, trash, and yard waste), water and electric utility (known as Moorhead Public Service and operated by the Public Service Commission), and wastewater (sewer) and stormwater. Various other third-party companies also contribute to this list in other utility services such as Xcel Energy providing natural gas for the community, Four Tier 1 Internet and Verizon Wireless providing fiber optics and communication, including internet and telephone service. Some fees that residents of the City of Moorhead may see on their monthly bill is a monthly forestry fee of \$4.18 a month, a pest control fee ranging from \$0.50 to \$1.70 a month depending on service, and street lights at \$4.00 a month. The basic wastewater/sewer disposal fee for any type of customer (residential or commercial) is a monthly \$18.51 fee plus \$2.33 per 100 cubic feet. The stormwater utility fee is a flat \$10.21 per month. For residential garbage collection rates, the City offers different container sizes in gallon. For the 48 gallon tote the monthly fee is \$9.46, 64 gallon tote is \$11.76, and 96 gallon tote is \$16.63. Apartment residents

are charged \$9.46. The commercial garbage collection rates are based off cubic yards of waste and the number of times that the garbage is collected weekly. These monthly fees for commercial garbage collection range from \$39.25 to \$575.08. The recycling rate monthly fee is \$3.59 a month for all types of use (residential, commercial, apartment, etc.) (City of Moorhead 2018).



Photograph 9.4. Wastewater Treatment Plant, Moorhead, MN.
Source: Ahadujjaman, Fnu. (2018, Nov. 2).

Police, Fire, & Public Buildings. Moorhead possesses a fire department, police department, and various other public buildings. These entities discussed in this section are all seen as part of the local government services and organizations in some manner. According to the city website, the Moorhead Fire Department “provides a wide array of services through the Fire Department including... Fire suppression, prevention, and investigation, code enforcement, pre-fire planning, emergency medical care, technical rescue, hazardous materials, hydrant maintenance, emergency management, and other disaster, emergency, life and property conservation services.” (City of Moorhead 2018). There are currently 38 staff for the Moorhead Fire Department, 24 of which are volunteer firefighters.

Along with the fire department, the community also has a city specific police department. The Moorhead Police Department “respond to the immediate needs of the citizens of Moorhead through deterrence, investigation, and apprehension, in cases of criminal conduct and threats to public safety.” (Monroe, 2018). This statement from Moorhead’s Chief of Police, Shannon Monroe, speaks to the duties and commitments that the police department serves. More than just police patrolling and surveillance, the police department also has a number of campaigns and

programs some which are free to the public and others with a fee. These programs include: Citizens Police Academy, Neighborhood Block Clubs, Night to Unite, Server Training, and Victim Impact Panel. (City of Moorhead 2018).



Photograph 9.5. Police Department, Moorhead, MN.
Source: City of Moorhead. (2018).

Besides just Fire and Police Department buildings, there are several other public spaces the community of Moorhead has including school spaces, a city hall, Clay County Courthouse, a library, parks and recreation centers, public housing, assisted and senior living, and a community center shared with the neighboring city, Fargo. These various public buildings are also part of the local infrastructure within Moorhead's Built Capital because they help to provide a foundation to the other related capitals such as cultural, financial, government, natural, and more.

The public park system in Moorhead contains more than 40 regional, community, and neighborhood parks which have their own sidewalks and/or trails as well as public facilities, such as restrooms or gathering shelters or spaces. A directory on the Moorhead website provides accessible information to community members on the capacity of each park, a map of the facilities, and the address of each recreational space.



Photograph 9.6. Gooseberry Mound Park, Moorhead, MN.
Source: Lauinger, A. (2018, Aug).

Along with a resident accessible list of parks and recreation centers there is also a resource on the Moorhead City Website that discusses Senior Living and Housing options within the city. Although there are no specific city-owned senior or assisted living options, there are a wide variety of private properties that include independent senior apartments, senior housing rentals, assisted living, and nursing home care. Along with a list of properties within Moorhead based on the category or type of living arrangement, there are addresses and contact numbers for each property. (City of Moorhead, 2018).

The government buildings within the City of Moorhead are also classified as public spaces. One of the more conveniently located public facility is the City Hall, which is housed on various floors of another public building, the Moorhead Center Mall. Besides the City Hall, there are also other Clay County vicinities throughout the community, including a Department of Motor Vehicles Center, Courthouse, and Social Services Department. (City of Moorhead, 2018).

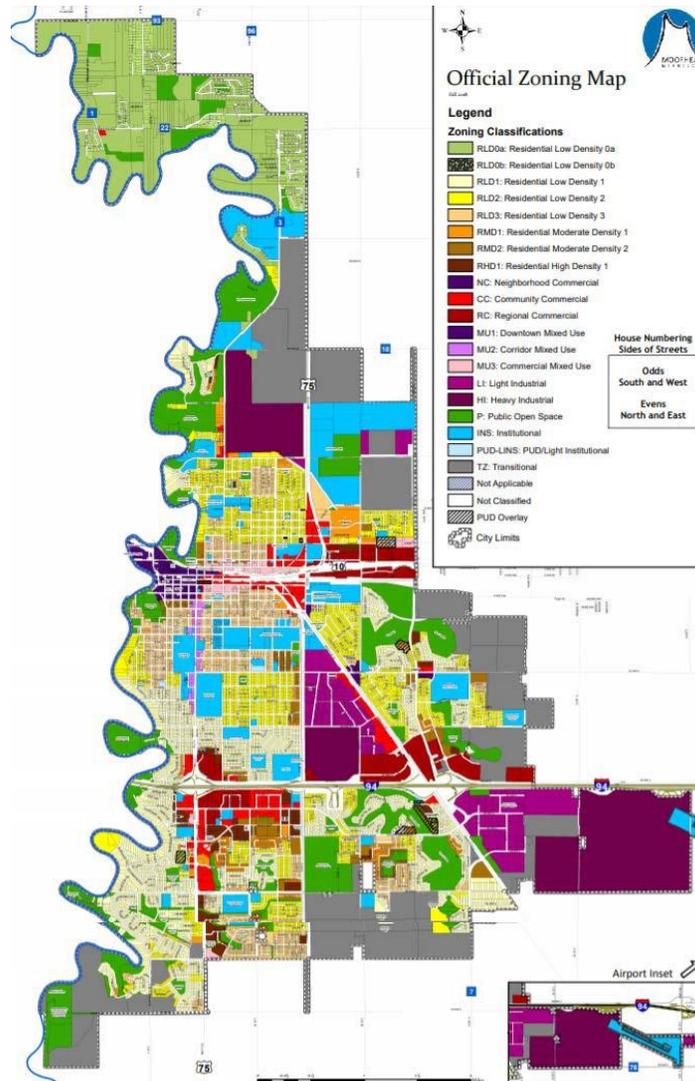


Photograph 9.7. City Manager, Moorhead, MN.
Source: ELGL. (2016).

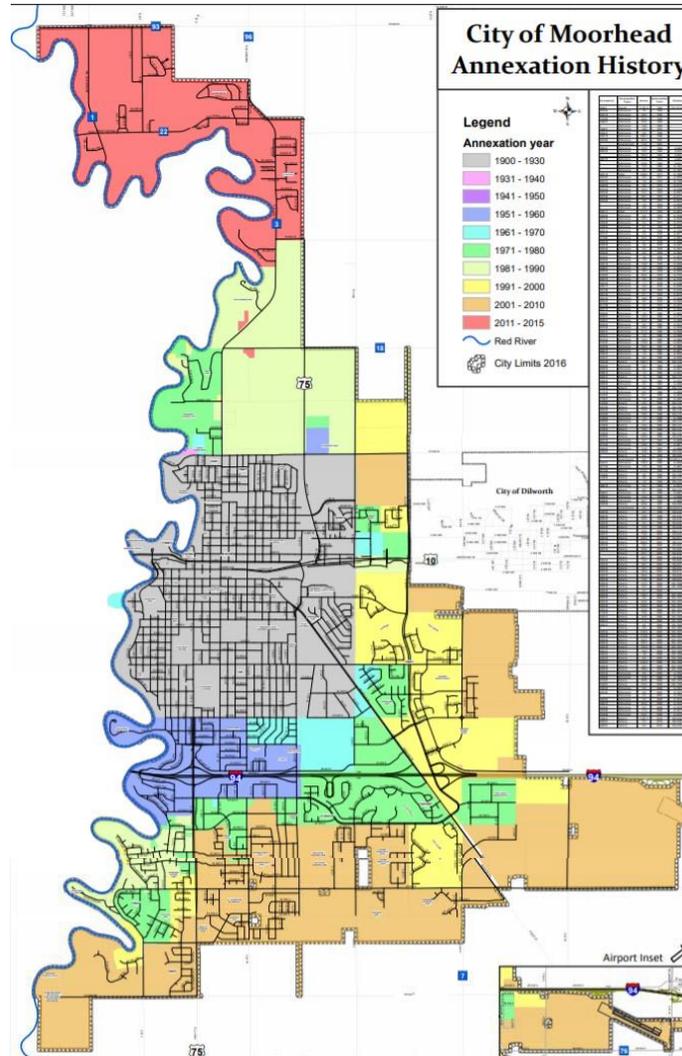


Photograph 9.8. Clay County Courthouse, Moorhead, MN.
Source: Ahadujjaman, Fnu. (2018, Nov. 2).

Community Zoning. The City of Moorhead has a Planning & Zoning office which “evaluates and regulates development in the City as outlined in the Comprehensive Plan, Growth Area Plans, Moorhead City Code, metropolitan policies, and State Statutes.” (City of Moorhead, 2018). In other words, “Land use and zoning involves the regulation of the use and development of real estate. Zoning regulations and restrictions are used by municipalities to control and direct the development of property within their borders.” (Find Law n.d.). Zoning is important to consider in regard to infrastructure and built capital because it is the law of the area/city in terms of development. Below is Map 9.2 of the zoning districts of the City of Moorhead and a map of all city annexations up to 2016.



Map 9.2. Zoning Map, Moorhead, MN.
Source: City of Moorhead. (2015).



Map 9.3. Annexation History of Moorhead, Moorhead, MN.
Source: City of Moorhead. (2016).

Interview with Moorhead Public Works Director

An interview was conducted with Steve Moore, the Public Works Director for the City of Moorhead. Moore has worked for the city for four and a half years and has lived in Moorhead for the period of this time, as well. When asked about Moore’s professional and personal opinion of the current status of roads/streets in Moorhead he responded: “I believe the quality overall is pretty good. We base this on the pavement condition index rating and the current PCR rating average city wide is in the low 70s, which is on the low end of the “good range”. In the strategic plan for the city, our goal is to get an 90 in the PCR rating and we have decided this is the “sweet spot” for us because 80 will give us good conditions at the best possible costs, looking at other factors.” (Moore, 2018). According to Moore the North area of Moorhead is the area which has the worst quality in the community. Moore says that this is an older area of the community and many of the roads were former gravel roads which were basically overlaid with two inches or

less of asphalt without a base. Due to the way these roads were constructed and the mere age, these roads tend to have more problems and need the most attention and improvement.

Additionally, Steve Moore shared his input on how the infrastructure has changed over time and has seen major improvements. “I can honestly say, in the last four and a half years we have made huge improvements both in engineering and the public works. We have made a lot of improvements but we have a long way to go. There will always be streets that are not in good shape and the goal is to have fewer and fewer of those. Based on the number of potholes we have to fill after winter, it seems like the number has decreased which can be attributed to more spending and attention that they streets in Moorhead have been getting, as a whole.” (Moore, 2018).

Housing

According to the U.S. Census Bureau 2010 data, in the City of Moorhead, there are roughly 15,274 family households and out of these households 14,304 are occupied. Under half of these households are occupied by married couples and over half are occupied by single occupants. This may be attributed to the large college-aged population as many houses around the Concordia campus and Minnesota State University Moorhead campus have many reporting college-aged students living together. The average persons per household is 2.41 for the community.

The City of Moorhead has several resources for current and potential residents to find a home. The Moorhead Public Housing Agency provides rental assistance and programs for families, individuals, and some seniors. In addition, the Moorhead Public Housing Agency also owns Riverview Heights Apartments which “is a 178 unit low income housing apartment community in Moorhead. Some or all apartments in this community are rent subsidized, which means rent is income based.” (Affordable Housing Online n.d.). In like manner, the Clay County Housing and Re-development authority (HRA) offers assistance to low income families as well as aid them in finding safe, and affordable housing. Additionally, the City of Moorhead developed a website, easily accessible to the community, with information on building, buying, or renting a home in the city.



Photograph 9.9. Riverview Heights Apartments, Moorhead, MN.
Source: Emporis. (2000).

For occupied households in Moorhead, 63% are owner occupied. Meaning that the majority of the housing in Moorhead has owner-occupants and not renter-occupants. The median value for houses are around \$166,000 whereas the State of Minnesota median is \$191,000 and the national median is \$320,000. The value of houses (median) in Moorhead is less than both the state and national average. However, for rent value the median gross rent per month in Moorhead is \$750, Minnesota's median is \$853, and the national median is \$949 a month. Compared to the state of Minnesota and the national median, Moorhead has more affordable rent.

Regarding utilities, the Moorhead Public Service, which is consumer owned is the major provider. With a commission of five members appointed by the city council, they are responsible for "approving the utility budget, and establishing water and electricity rates for consumers." (City of Moorhead, 2018). The revenues from utilities that add up to around \$8 million are annually transferred to the City of Moorhead's General, Capital Improvement, and Economic Development funds.

According to an analysis executed by Maxfield Research and Consulting, through growth trends and demographics related to population and household bases, predictions about future housing included a demand for additional rental and senior housing products in the market projected between the years 2016 and 2030.

Health Care System

There are various health related facilities throughout the Moorhead community. These facilities are part of the built capital in the way that they contribute to the support of other capitals and by being a physical foundation so that human, social, financial, and other capitals can thrive. From Mental Health Care facilities to Nursing Homes and Dental Clinics, the community has a wide range of health related services, and buildings to compare.

One of the most prevalent health care facilities found within the Moorhead borders is the numerous Chiropractic Clinics. There are 5 Chiropractic Clinics spread out throughout the city: Riverview Chiropractic Clinic, Tickel Chiropractic, Nokken Chiropractic, Foss Spine and Wellness, and Moorhead Chiropractic Clinic. There are also three assisted living areas within Moorhead that range from senior apartment/housing to full on assisted care as well as a nursing home which also performs hospice care and rehabilitation, short term and long term care. The Ecumen Evergreens of Moorhead is an assisted living facility that "... specializes in the unique needs of individuals living with Alzheimer's and dementia." (Ecumen Evergreens 2018). With the three assisted living facilities, there is also a Home Health Care service (Griswold Home Care) which specializes in hospice care, live in and overnight care, respite care, companion care, and homemaking/personal care. (Griswold Home Care n.d.).



Photograph 9.10. Ecumen Evergreens Assisted Living, Moorhead, MN.
Source: Ecumen Evergreens. (2018).

With the neighboring city of Fargo having major health care facilities/hospitals with both Essentia and Sanford, Moorhead is bound to have a few clinics with those names. There is one medical center in Moorhead that falls under Essentia Health's name which includes urgent care, emergency medicine, online visits and nurse care. (Essentia Health n.d.).



Photograph 9.11. Essentia Clinic, Moorhead, MN.

Source: Vosburg, M. (2011). N. Licensed under the Inforum Gallery.

Besides just the recognizable name of Essentia, the community of Moorhead also has other medical clinics that are private or non-profit. Community Health Service, Inc. is a non-profit, lower income medical clinic that receives federal, state, and foundation grants. The Hendrix Health Center is a medical clinic as well as an on-site counseling center that offers full pharmaceutical services, providing convenience to all clients receiving a prescription. There is one dental clinic within the Moorhead area, one Psychiatrist/Psychologist facility, and one strictly mental care facility and therapy center. This facility also outsources its employees to various private property houses through the community where the clients live under the supervision of in-home workers who provide services to them such as managing medication and transportation.

Built Capital Assets

The City of Moorhead has a large amount and variety of assets for built capital throughout the community. Not only is the city working to improve the quality of the streets, roads, bridges and transportation but the city also has low income and subsidized housing and affordable and accessible utility rates. The asset map below will show the largely recognized categories of built capital within Moorhead including: Local Infrastructure, Housing, and Public Buildings/Facilities/Services. Alongside the categories are the detailed assets that benefit each category of built capital, together, adding up to quality and quantity of the assets within the community.

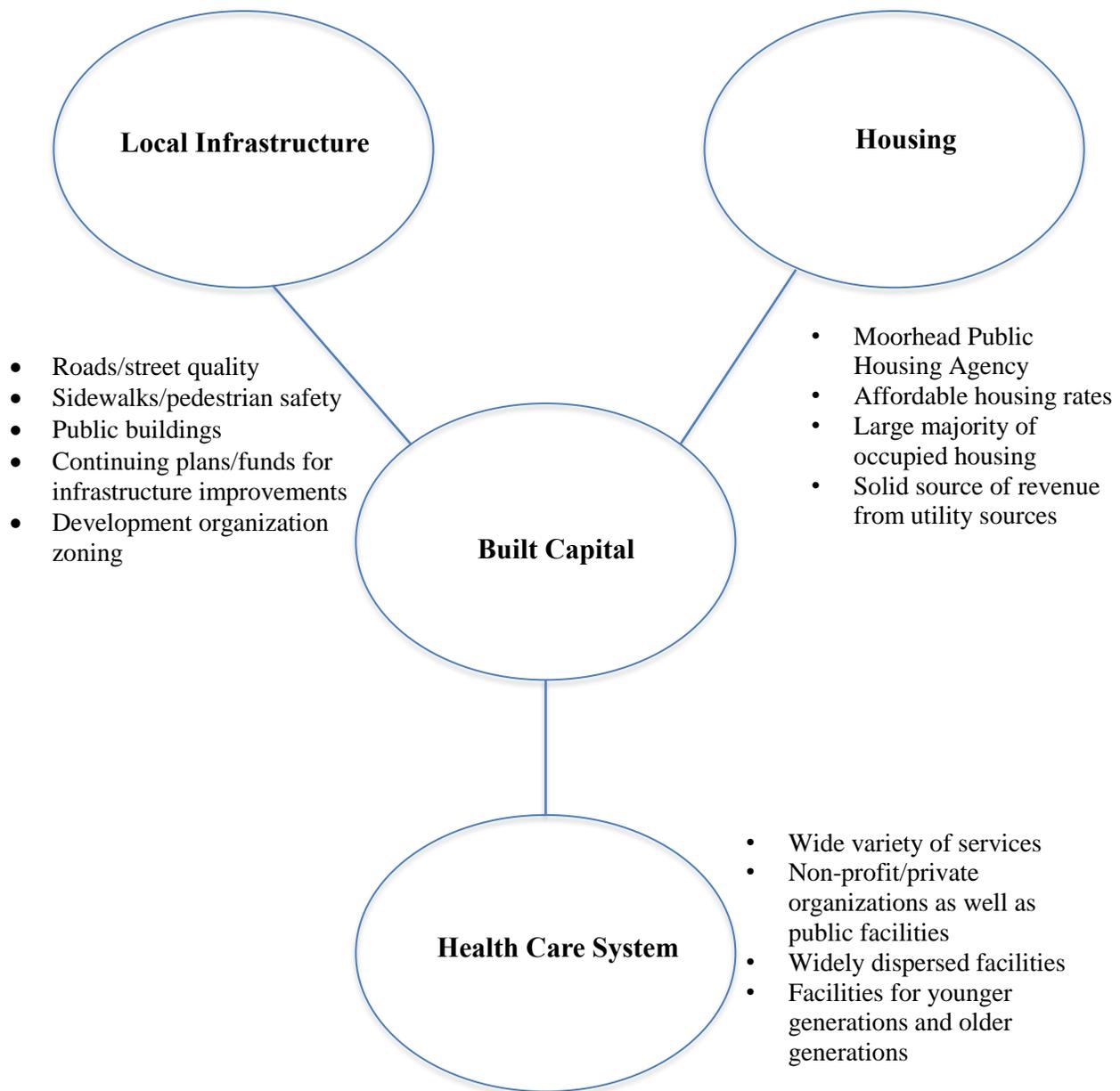


Figure 9.2. Built Capital Assets, Moorhead, MN.

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Chapter Ten: Government



Photograph 10.1. Downtown Moorhead Park Sign, Moorhead, MN.
Source: Herbst, Ryan. (2018).

Bob Bertsch, Ryan Herbst, Luke Preussler, & Kyle Volkers

Government capital is the aggregate body of government-owned assets that are used as a means for productivity. Such assets span a wide range including: large components such as highways, airports, roads, transit systems, and railways; local, municipal components such as public education, public hospitals, police and fire protection, prisons, and courts; and critical components including water and sewer system, public electric and gas utilities, and telecommunications. Often, public capital is defined as government outlay, in terms of money, and as physical stock, in terms of infrastructure. This represents the trust and confidence in an agency held by ministers, major stakeholders and the general public factors that contribute to the political salience of, and external influence on, that governments core functions.

The government capital plays a crucial role in determining economic growth within a community. This chapter will show the links among public capital, economic development, and growth in Moorhead parks, culture, and recreation. Though multiple departments of city government could be discussed here, this chapter will focus on Moorhead Parks and Recreation. Below is one of Moorhead's more than forty parks.



Photograph 10.2. Moorhead's Riverfront, MN.
Source: Herbst, Ryan. (2018).

Form of Government

The city of Moorhead is a home rule charter city with a council-manager form of government (City of Moorhead, 2018). As a home rule city, Moorhead is governed locally by a city charter. This charter serves as a type of constitution which establishes Moorhead's form of government and local powers. This charter may be amended by one of three ways: 1) by the city charter commission 2) a unanimous vote of the city council members or 3) by a petition signed by at least 10% of registered voters within the city.

The city charter establishes Moorhead's council-manager form of government. Figure 10.1 shows the structure of the council-manager form of government. In Moorhead, voters from

each of the cities four wards select two representatives. These eight representatives and the mayor, who is selected by a citywide vote, make up the city council. The city council holds all powers of the city. The city council selects a city manager, currently Christine Volkens, to serve as the chief administrative officer. The city manager is responsible to the council for the proper administration of city affairs(City of Moorhead, 2007), overseeing the following departments:

- Administration
- Community Development
- Engineering
- Fire
- Parks and Recreation
- Police
- Public Works

The Council-Manager Form

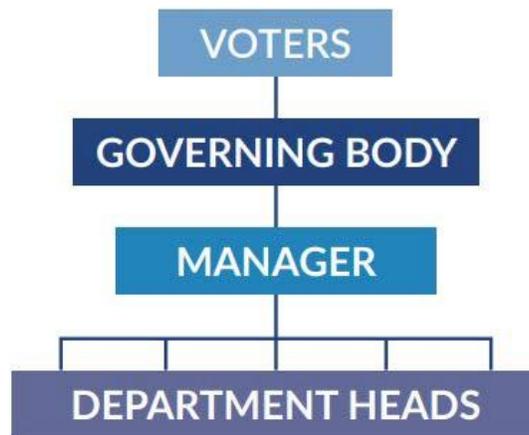


Figure 10.1 Council-Manager Form of Government.

Source: International City/Council Management Association. (2018).

This structure of government is common in cities with a population greater than 10,000 (National League of Cities, 2018). The city council provides oversight of the general administration of the city, establishes the city budget, and makes policy. The city manager, a paid professional staff member of the city, is hired to execute the daily affairs of the city.

This type of government has several advantages. In particular, the International City/County Management Association (ICMA) notes that the council-manager government is known for its flexibility and professionalism. (ICMA, 2018). As local needs arise, this type of government is positioned to respond in a time sensitive manner. Additionally, the city manager, who is hired by the council, is typically a trained professional who is qualified to perform the duties and responsibilities of managing a city. Termed “A Road Map to Success” by the ICMA, this professional management of a city’s affairs allows professional managers to “focus on service delivery, policy implementation, and performance management and can align the local

government’s services with the values, mission, and policy goals defined by the community and elected officials” (2018).

City Council

Moorhead’s city council consists of nine members including the mayor. The mayor and council members serve a four-year term. Council members represent each of the four wards of the city. Elections are held every two years in even-numbered years (City of Moorhead, 2018). Moorhead’s mayor-elect is Johnathan Judd who will replace outgoing mayor Del Rae Williams on January 1, 2019. According to Minnesota Public Radio, Judd is “believed to be the first African -American elected to the office” (Huebner, 2018).

City Budget

Moorhead’s 2019 proposed budget is 83.8 million dollars. Of that amount about 33% is wages. Operations accounts for an additional 25% of the city’s overall budget. See Figure 10.2 below for budget details.

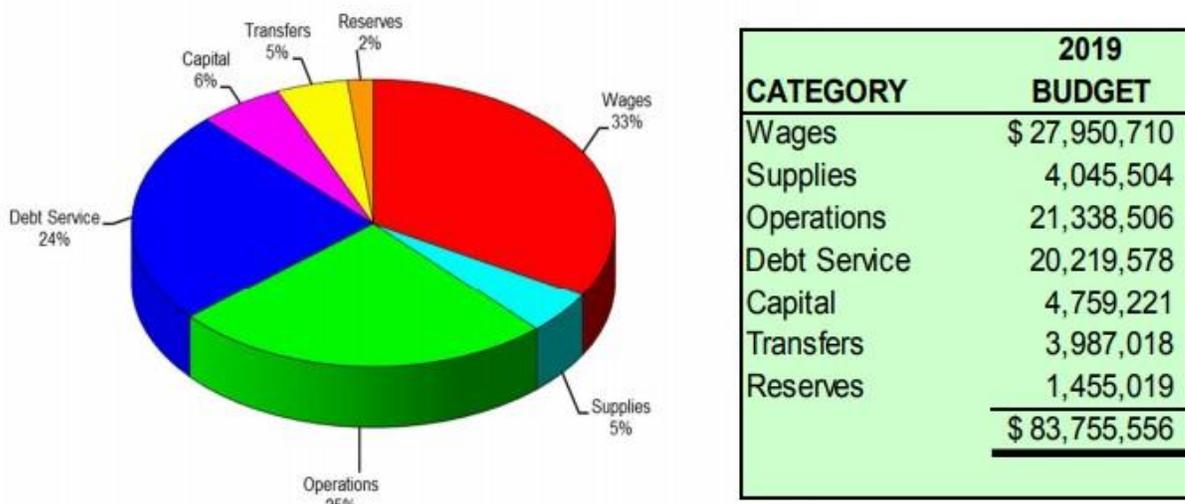


Figure 10.2. City of Moorhead 2019 Proposed General Budget
Source: City of Moorhead. (2018).

The city also provides a more detailed budget by department. Figure 10.3 shows the budget breakdown for the various city departments.

FUNCTION	2019 BUDGET
Park/Pest Control/Forestry	\$ 4,522,986
Development Services	1,077,133
Administration	12,268,782
Fire	4,743,194
Engineering	14,584,398
Neighborhood Services	354,618
Debt Service	17,487,544
Capital	2,449,500
Police	11,301,508
Parks & Recreation	4,085,544
Street/Sanitation/Fleet	10,880,349
	\$83,755,556

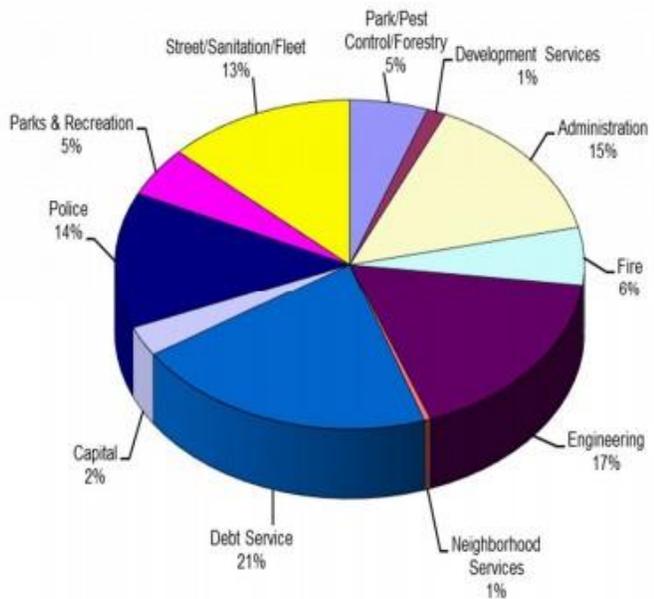


Figure 10.3. 2019 Proposed Budget by City Department
Source: City of Moorhead. (2018).



Photograph 10.3. River Oaks Park, Moorhead, MN.
Source: Bertsch, Bob. (2018).

Parks and Recreation Department

The Moorhead Parks and Recreation Department provides parks, facilities and recreation programs for the people of Moorhead. The department is administered through the City of Moorhead. The Parks and Recreation director oversees department administration and reports to the city manager. Parks and facilities maintenance is organized under the Public Works department. The Parks and Recreation department has a staff of 13.75 full-time equivalents. The department is guided by the Park Advisory Board, a volunteer citizen board made up with a members from each city ward, two at-large members and a city council representative (City of Moorhead, 2018).

Unlike park districts, which levies property taxes specifically for public parks and recreation, the Moorhead Parks and Recreation Department competes with all other city departments for funding. Holly Heitkamp, Moorhead Parks and Recreation director, said this can be particularly challenging when seeking capital funding, when parks projects may be competing with public safety projects, like a new fire truck (H .Heitkamp, personal communication, November 15, 2018) .

The City of Moorhead offers more than 1,000 acres of parks and facilities (see table 10.1). The total acreage is almost two square miles of recreation and green space.

Table 10.1: Parks and Facilities Acreage in Moorhead, MN 2018.

Regional Parks	
Park	Acreage
Horizon Shores Lake/Park	33.91
M.B. Johnson Park	109.67
Southside Regional Park	121.37
Robert A. Fogel Riparian Forest	24.68
Regional Total	289.63
Community Parks	
Park	Acreage
Davy/Memorial/Riverfront	28.86
Gooseberry Mound Park	43.75
Viking Ship Park	11.77

Woodlawn Park	28.86
Community Total	113.24
Park Facilities	
Facility	Acreage
Centennial/Athletic Complex/Dog Park	104.70
Historic Log Cabin	0
Hjemkomst Center/Stave Church	5.49
Matson Memorial Field	6.71
Moorhead Sports Center (owned by Moorhead Public School District)	2.80
Moorhead Municipal Pool	2.80
The Meadows Public Golf Course	178.16
Trollwood Performing Arts School (owned by Fargo Public School District)	42.64
Village Green Public Golf Course	163.35
Facilities Total	506.65
Neighborhood Parks	
Park	Acreage
Allyson Park	4.07
Alm Park	2.35
Angelas Park	2.00
Arbor Park	2.29
Arrowhead Park	0.55

Belsly Park	0.68
Bennett Park	1.84
Brentwood Acres Park	4.70
Bridgeview/Org. Homestead Park	14.24
Buland Park	1.47
Crystal Creek Park	1.00
Daily Park	0.013
Evergreen Meadows	10.61
Five Nine Park	0.60
Hampton Park	0.80
Hansmann Park	4.30
Johnson Farms	17.10
Knapp Park	0.55
Lamb Park	4.06
Morningside Park	1.43
Northeast Park	2.06
Queens Park	1.16
Ridgewood Park	7.13
River Oaks Park	11.46
Riverview Estates Park	9.54
Romkey Park	7.05

Shepherd Park	5.60
South Park	1.50
Stonemill Park	13.63
The Meadows Park	0.41
Townsite Park	2.61
Trails at Stonemill Park	3.97
Village Green East	1.79
Village Green Park	6.96
Village Green Sixth	17.39
Voll Park	2.08
Neighborhood Total	168.99
Grand Total	1,078.51

Source: Moorhead Parks & Recreation 2018-2019 Fall & Winter brochure.

Moorhead Parks and Recreation also offers programs that “encourage health, fitness, relaxation and cultural enrichment, as well as providing opportunities for community involvement” (City of Moorhead, 2018). Offerings include six arts programs and twenty-six recreation programs, as well as eighteen special events and twelve volunteer opportunities. Most programs are offered for youth, many with several sessions and different skill levels. In total the programs, events and volunteer opportunities serve more than 30,000 people. The department also has a scholarship program to help youth cover participation fees. In 2018, 268 scholarships were awarded (H. Heitkamp, personal communication, November 15, 2018).

Several partner organizations work with Moorhead Parks and Recreation to deliver programs and provide facilities including:

- Agassiz Adult Soccer
- American Legion
- Concordia College Athletics
- Heritage Cultural Society of Clay County
- Fargo Parks
- Fargo-Moorhead Athletics Football
- Fargo-Moorhead Convention and Visitors Bureau
- Fargo-Moorhead Trail Builders
- Fargo-Moorhead-West Fargo Chamber of Commerce
- Moorhead Business Association
- Moorhead Community Education
- Moorhead Library
- Moorhead Marlins Swimming
- Moorhead Public Schools
- Moorhead Youth Baseball
- Moorhead Youth Hockey
- Red River Lacrosse
- Red River Valley Figure Skating Club
- Sho Shu Self Defense
- Streets Alive
- Tae Kwon Do
- Tri City Youth Soccer

According to Holly Heitkamp, Moorhead Parks and Recreation director, being so close to the Fargo Park District offers a lot of advantages and a few disadvantages. Moorhead residents have more opportunities through their access to Fargo Parks programs. For example, Moorhead Parks and Recreation does not have adaptive programs for people with special needs, but residents can take advantage of the adaptive bowling league, teen nights and tea kwon do classes offered by Fargo Parks. However, Moorhead parks and recreation struggles to compete with Fargo Parks, especially in the area of fees for golf course use. Fargo is able to keep fees relatively low. Moorhead has had to keep their golf fees low to compete, even though that means the golf courses may not cash flow.

Moorhead Parks and Recreation programs as well as maintenance of neighborhood parks and park facilities are funded by a special revenue fund, which restricts expenditures to that particular purpose.

In 2017, revenues for the Park Fund came primarily from taxes (\$2,838,222), with additional funds coming from fees for service (\$174,080) and other sources (\$131,599). The breakdown of revenues has remained relatively consistent over the past 10 years with the percentage from taxes staying between 89.8% and 91.9%, fees making up between 4.6% and 5.6%, and between 3.3% and 4.6% of revenues coming from other sources. The overall budget

has risen since 2010, from \$2,533,898 to \$3,397.972 (2019 proposed) (see Figure 10.4).. However, the Parks and Recreation budget as a percentage of the overall budget has decreased high of 5.1% in 2012 to a low of 45.2% in 2017. The percentage rose slightly in 2018 (46.1%) and is proposed to rise in the 2019 budget (4.7%) (City of Moorhead, 2018).

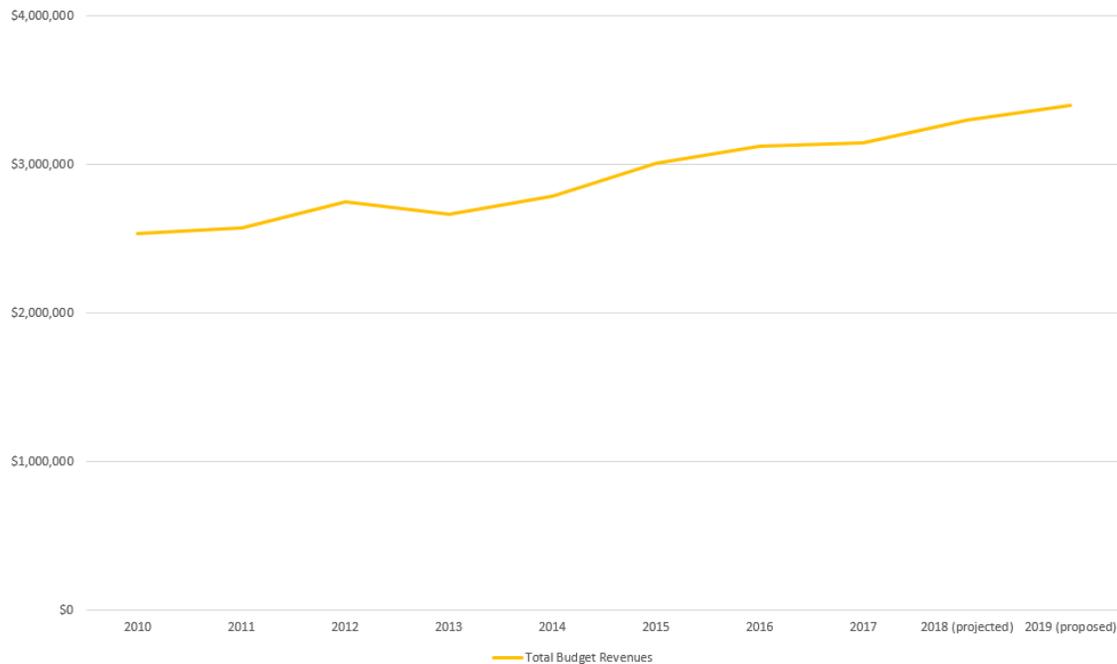


Figure 10.4. Moorhead Parks and Recreation Department Revenue, 2010-2019 (proposed).
Source: City of Moorhead. (2018).

The Parks and Recreation Department future project priorities include an aquatics center and splash pad, a grandstand at Matson Field, a dog park, and an inclusion playground. The department is seeking to additional revenues through grants and a new foundation that will accept donations for a scholarship fund and an arts and culture fund.

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Chapter 11: Local Development Organizations



Photograph 11.1: Moorhead Economic Development and Hjemkomst Center
Source: Moorhead Economic Development, 2017.

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Local Development Organizations, also known as LDOs, are organizations consisting of local community members who improve the city's local economy and capitalize on resources already available to people in the community. The main principles of LDOs include "increasing income, employment and self-employment opportunities, and net tax revenues; improving the long-term stability of the local economy; improving, or at least maintaining, the local quality of life and work; and otherwise enhancing the wellbeing of the population" (Malizia & Rubin, 1985, p.7).

LDOs can range in size and development areas, but all share the same goal of improving the community. They usually address areas like social, economic, and physical distress and serve in low-to-moderate income communities (Malizia & Rubin, 1985, p.7-9). Community development corporations, interchangeable with LDOs, are defined as "community-based organizations focused on revitalizing the areas in which they are located, typically low-income, underserved neighborhoods that have experienced significant disinvestment," (Community Development Corporations, 2014). There are a few classifications of organizations centered around community development and vitality.

Community Development Organizations

Community development organizations offer a variety of resources to a community and provide many services to individuals. Types of community development projects include offering employment opportunities, enhancing economic infrastructure, providing events for arts and civic engagement, and revitalizing homes in the area. Depending on the organization, some will raise funds to donate back to the community while others utilize grant programs to improve city areas. A few of the organizations involved in Moorhead's community development include urban/regional planning organizations, economic development organizations, community development organizations, and voluntary organizations that lead community development initiatives. These different organizations and classifications of their work are described on the proceeding pages.

Urban/Regional Planning Organizations

The city of Moorhead has organizations dedicated to planning its layout and infrastructure. Moorhead City Community Services and the FM Metro Council of Government are two of main planning organizations. These groups coordinate with each other to streamline progress and expansion.

Moorhead City Community Services: Moorhead City Community Services has one office that deal that oversees planning and zoning. The city Planning and Zoning Office is one of two organizations that oversees urban planning in the region. According to City of Moorhead (2018), "The Planning Office responds to inquiries about the use of land and physical development from residents, developers, businesses, realtors and others – including information on the Comprehensive Plan, zoning and subdivision regulations, demographic trends, and development possibilities," (Planning & Zoning). The Planning and Zoning office works within Moorhead's city limits, while the Clay County Planning office reviews development of the area outside the city in the county. However, the two offices do work together occasionally on land use immediately outside city limits. (K. Citrowski, Phone Interview, November 26, 2018).

Some of the major events the Planning and Zoning Office are currently leading include the River Corridor Plan and the Arts and Culture Framework Plan. The river project was designed to mitigate the negative impacts of flooding that are prominent in the city. Since 2014, the city has been actively working to educate the community about the project and install positive strategies to counteract the negative impacts of flooding on community members (Planning and Zoning). The Arts and Culture Framework plan was designed for individuals to share why they enjoy living in Moorhead and areas of the city where they want art initiatives to develop. By increasing civic engagement in the expansion of arts and culture, the Planning and Zoning Office believes they will increase “creativity, wellbeing, and prosperity” and lead more areas of the city to creative avenues (Arts and Culture Framework for Development). If residents of the community have questions or concerns, they can visit the Planning and Zoning Office on the fourth floor of City Hall or contact them via phone at (218)299-5370.

FM Metro Council of Government: Most items regarding roads and transportation are reviewed by the Fargo-Moorhead Metro Council of Government. One project the FM Metro Council of Government is currently working on is the 12th Ave South Corridor Study in Moorhead. This road is a highly used method of transportation within the city. A corridor study is described as “a focused look at current and future needs of all types of users and stakeholders for a specified roadway, or corridor, through the City of Moorhead,” (12th Avenue South Corridor Study n.d.). This study will include “public input on what needs, issues and improvements would be desirable for the future in addition to technical analysis that identifies current and future conditions,” (12th Avenue South Corridor Study n.d.). The goal is to improve overall transportation, meet the needs of the community, and receive community feedback before construction begins in 2020. Map 11.1 on the following page demonstrates the 12th Avenue South project and the initial plans shared with the community about the project.

Another study under the direction of the FM Metropolitan Council of Government is the MATBUS Transit Facility Analysis. For special projects the division will often bring in a private organization to assist in the process. The FM Metro COG enlisted the assistance of the City of Fargo and City of Moorhead to assist in planning and reviewing the MATBUS system. The MATBUS Transit Facility Analysis “considers both long-range and short-range strategies and actions to better enable the development of an integrated multimodal transportation system that efficiently moves people and addresses transportation demands,” (Maddox, n.d.). The FM Metropolitan Council of Government is located at Case Plaza, Suite 232 in downtown Fargo. They can be contacted at (701)532-5100 or <http://fmmetrocog.org/about/what-we-do>.



Map 11.1: 12th Avenue South Corridor Study Map
 Source: City of Moorhead, 12th Avenue South

Economic Development Organizations

Economic development organizations “work to align human and natural resources of their community to match both global and regional markets, and they can strive to create new jobs that fit both the people and the place,” (Blakely and Bradshaw, p.24). Within the Fargo-Moorhead area, there are four large organizations that promote business and economic growth. These organizations strive to connect community members with networks that can expand the economy throughout the region and guide Moorhead to financial success.

Greater Fargo Moorhead Economic Development Corporation (GFMEDC): A private local development organization that connects both residents of Fargo and Moorhead is the GFMEDC. Located in Downtown Fargo, this group bridges the two communities together and always strives to bring changes to the community that will positively impact residents. This mission of the GFMEDC is to serve as a “catalyst for economic growth and prosperity,” (GFMEDC: About US). This organization works with local vendors to encourage economic growth, creates jobs and ignites business attraction, works with educational institutions, and supports entrepreneurs to engage in economic endeavor (GFMEDC: About Us).

One member of the research team had the opportunity to participate in a focus group with the GFMEDC regarding college engagement in the Fargo-Moorhead community and offering opportunities post-graduation that encourage individuals to stay in the area. The focus group invited students from North Dakota State University (Fargo), Minnesota State University - Moorhead (Moorhead), Concordia College (Moorhead), and members of the GFMEDC staff to collaborate and discuss economic and educational abilities for students. Participants of this focus group were able to share what strengths of the F-M community for keeping students in the area, but also offered ways to publicize the lesser known features of the community. For example,

discussion of tax breaks for entrepreneurs and the growing technology sector could attract the attention of a young professional in this field to create a business in the Moorhead community.

Moorhead Economic Development: Moorhead Economic Development Authority is a division under the City of Moorhead and places emphasis on business development and retention. Through direct recruitment and outreach to businesses, this organization works to attract new businesses to the area. This organization serves as the “catch all” for any questions citizens or businesses have about city planning, engineering, constructing, or incentivizing the city (Economic Development Authority).

Since 1986, the City of Moorhead Economic Development Authority has worked to “promote and assist industrial and commercial development and redevelopment in the City of Moorhead” (Economic Development Authority). Membership of the Moorhead Economic Development Authority is voluntary, and membership is determined by inviting members from wards within the city as well as one member of the Moorhead Business Association, one member from Moorhead Public Service, two members of City Council, and three at-large members. Meetings are held the fourth Monday of each month at City Hall in the Council Chambers (Economic Development Authority).

Moorhead Business Association: The Moorhead Business Association (MBA) focuses on fostering “growth of Moorhead business through advocacy, networking, and information,” and is “committed to building a better place to conduct business by enhancing current business and by creating a community atmosphere, which helps encourage new business,” (MBA). The MBA hosts a variety of events for businesses and community members throughout the year to enhance relationships and knowledge of Moorhead residents. In November 2018, the MBA hosted a “Let’s Talk Business - Hands-Only CPR” training at the Speak Easy Restaurant in town. Businesses were invited to register and bring employees to the session to learn and increase the survival rate of sudden cardiac arrest situations (MBA). Additional meetings throughout the year spotlight local businesses and their impact on the Moorhead community. The organization also offers opportunities for civic engagement, such as the Winter’s Tale Snow Sculpture Competition in January each year. Information and updates from the MBA can be found on their website, <https://mhdmba.org/>, or inquires for the association can be sent to Sheri@mhdmba.org.

The Chamber: The Fargo Moorhead West Fargo Chamber of Commerce, also known as FMWF CoC, focuses on growth and prosperity within regional businesses and for community members (About the Chamber). For business involvement, the Chamber offers a variety of methods to expand operations and connect with other organizations in the area. From starting or relocating a business to a young professional's network, these are only a few of the eight ways that The Chamber provides support to local businesses.

One popular event the Chamber hosts each month is Eggs & Issues. This event connects members with topics that impact individuals in the F-M community and connect these issues to a broader realm. Some of the issues discussed impacting Moorhead ranged from railroad issues, workforce shortages, environmental issues, and unmanned aerial systems (The Chamber Eggs & Issues). In June 2018 David Todd, Fargo Police Chief, Mike Reitan, West Fargo Police Chief, and Dave Ebinger, Moorhead Police Chief, shared information on crime and drug use within the region. The three addressed the audience with statistics and stories that captured the impacts these crime-related issues were imposing on the community. Photo 11.1 captures the three police

chiefs addressing the crowd with Moorhead Police Chief, David Ebinger, holding the microphone. Ebinger has since retired from his position (Santora, 2018).



Photo 11.2: FMWF Chamber Eggs and Issues
Source: Maria Santora, KVRR.

Organizations Supporting Community Development

There are a few non-profit organizations within the Fargo-Moorhead community that provide community development efforts to residents of the area. While these organizations may not be considered part of the community development sector, they strive to provide resources and opportunities for community expansion and vitality. Two of the largest organizations within the area have been highlighted alongside a list of additional smaller organizations.

FM Area Foundation: The FM Area Foundation is a non-profit organization between Clay County, Minnesota and Cass County, North Dakota. The organization strives to give back to community members and ensures the needs of the community are being met. They work with local individuals, families, businesses, and advisors to manage funding for charitable organizations and non-profits across the region (FM Area Foundation). The Community Foundations National Standard Board has accredited the FM Area Foundation and their “commitment to legal compliance, philanthropic best practices, and excellence that benefits communities,” (FM Area Foundation).

As an organization, the FM Area Foundation represents the Midwest as one of 18 community foundations in the area part of the Philanthropic Preparedness Resiliency and Emergency Partnership, known as the PPREP. The goal of this partnership is to prepare local

organizations with skills and leadership to handle disasters that impact the community. A specific fund was developed in April 2017 to support non-profits with long-term services for recovery and support. Their office is located in downtown Fargo and boasts over 300 charitable funds in the community between Cass and Clay counties. These funds are available to support disaster relief and community members are able to contribute online at the FM Area Foundation website, www.areafoundation.org.

United Way of Cass/Clay County: A nationwide organization dedicated to improving the communities its chapters call home, United Way of Cass/Clay County exemplifies the values of its parent organization in the execution of its mission. This organization follows a four-pillar program to improve communities: reduce hunger and homelessness, prepare children to succeed, help people be independent, and lift people out of poverty (United Way of Cass/Clay). Lifting people out of poverty is United Ways most thorough and fleshed out program, with multiple programs and partnerships having been developed to accomplish this goal. The workforce development case manager partners with the Lakes and Prairies Community Action Partnership and M-State to get program participants the skills they need to function in the workforce. United Way also awards 75 scholarships to low income families each month in order to provide families the opportunity to seek employment as opposed to having to stay home and care for their children (United Way of Cass/Clay).

Much of United Ways plan to lift the community out of poverty revolves around their workforce development pathway framework. This framework aims to increase partnerships and social capital within the community to create pathways for upward economic class mobility. The following diagram (Figure 11.2) demonstrated the importance of workforce development and the impacts social capital has on community development.

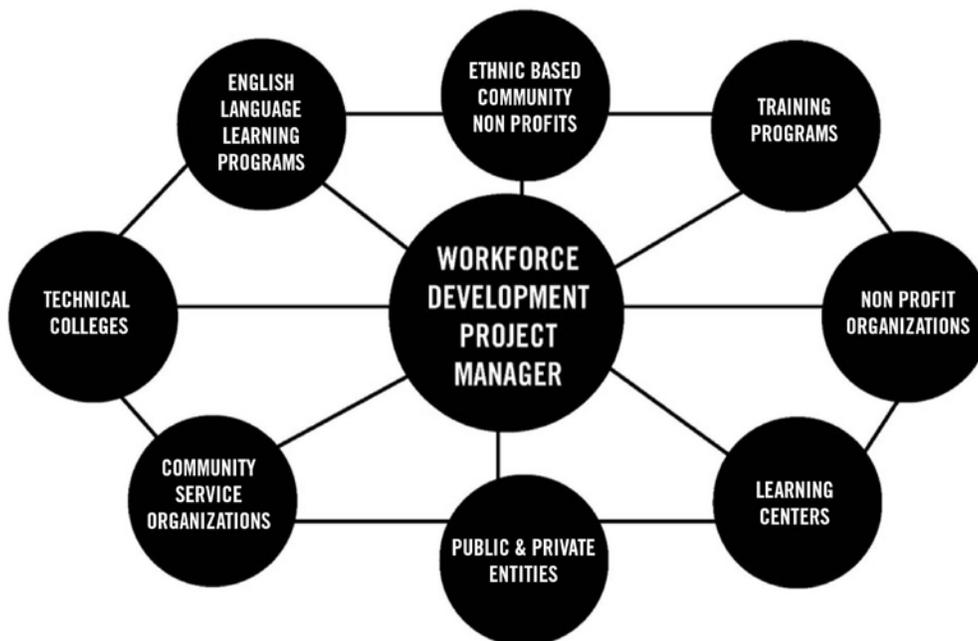


Figure 11.1: Increased Social Capital through Workforce Development
Source: United Way Cass Clay

Additional Organizations Promoting Community Development

Many organizations promoting community development are organizations with high social capital. The information about the purpose and positive programs of the following organizations can be found in Chapter 6: Social Capital (Flora, Flora & Gasteyer, 2016). Organizations within the Cass-Clay area that provide community development services to residents include the following:

- Anne Carlson Center
- Boy Scouts
- Churches United for the Homeless
- Girls Scouts
- 4-H Youth Development

Strengths, Resources, and Assets

Moorhead's strength in the LDO sector is the coalition between the organizations and members of the community. Between the Greater Fargo Moorhead Economic Development Corporation, Moorhead Business Association, and The Chamber, there are a variety of networking opportunities for businesses and sectors for community involvement. Outside of these organizations, there are additional organizations that support community development. One notable example of a program within the community is led by the Freedom Resource Center, an organization that provides services for people with disabilities to gain independence. There is currently a program that provides accessibility ramps to homes of individuals with disabilities. The city funds money for materials and then works with the Freedom Resource Center and The Home Builder's Association for installation (L. Bode, personal interview, November 5, 2018). With a combination of these three entities, people receive better accommodation to their homes and can lead more independent lives.

One of the main goals of city government is to develop and evolve the network of local development organizations to ensure even better circumstances for community development and vitality (L. Bode, personal interview, November 5, 2018). One great resource for Moorhead and local development organizations are the number of young volunteers. With the variety of colleges and universities in the area, there are students constantly engaged with the organizations and providing to the community (L. Bode, personal interview, November 5, 2018). The involvement with community members and local development organizations shows strong aspects of social capital. Members of local development organizations demonstrate levels of binding because they are within a group and have exclusive membership. However, they create levels of bridging by inviting other businesses, volunteers, and community members to engage in events. These arenas of social capital invite new participants and increased levels of connection and create a stronger sense of community through the variety of local development organizations.

Challenges

Even though Moorhead's community development programs have strengths, there are some challenges the community faces. One challenge the community faces stems from a state-level issue regarding taxation and property policies. These affect financial capabilities of companies and determine whether or not they will start a business in Moorhead. With Fargo across the river with different tax policies, this affects where businesses will thrive. Therefore, Lisa Bode, the government affairs director of the city of Moorhead, tries to advocate policies that will benefit the city of Moorhead and business owners. (L. Bode, personal interview, November 5, 2018)

Another challenge faces the community after election season and causes a change of leadership. Moorhead will see a new mayor and new council members. With new leadership because there is a change in leadership, many policies and supporting information needs to be shared. Community development may suffer because of the strong link between the local government and the LDO community and the influences of new individuals restarts past conversations. Change in direction may influence the plans and objectives of the LDO community which can lead to problems for organizations and their mission to serve the community (L. Bode, personal interview, November 5, 2018).

The city of Moorhead has finite resources. Therefore, it is important for the city of Moorhead to build on cooperation and coordination of resources to make sure they are used to their best (L. Bode, personal interview, November 5, 2018).

Community Development Implications

Due to the finite nature of Moorhead's resources, and emphasis placed on coordination between development organizations, it is crucial for Moorhead to elect capable leaders that can govern effectively and use resources as efficiently as possible. It would be helpful if the average person was active in their local politics. Engaging with Moorhead's citizens will need to be a priority, and social media is making this easier than ever. Keeping the communication open with the state regarding tax policy and other regulations is also very important for Moorhead's future.



Photograph 11.3 Moorhead City Hall, the cradle of the city's future
Source: Ha'Eri. Bobak. (2009). Moorhead City Hall.

Asset Map

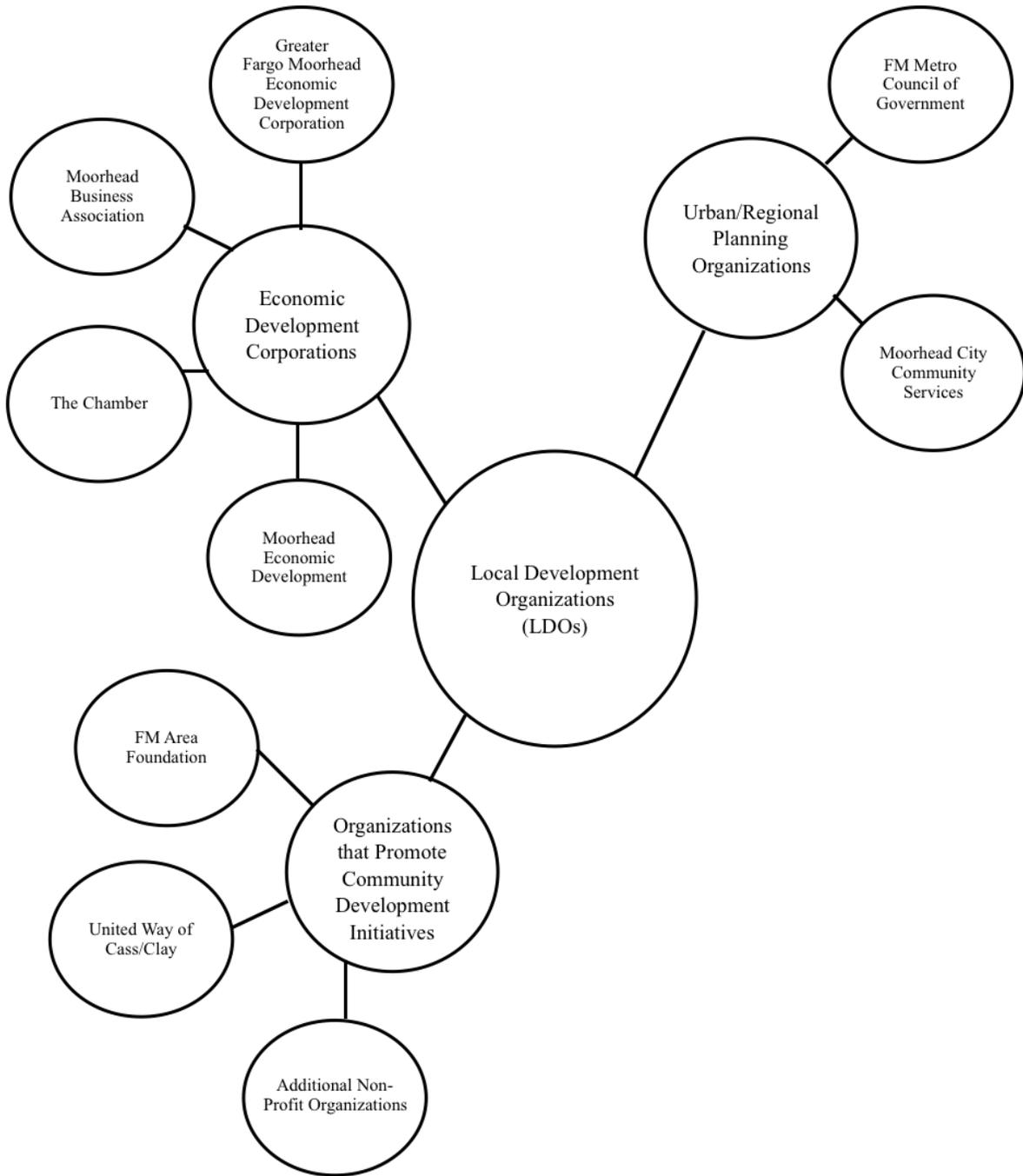


Figure 11.2 Local Development Organization Asset Map

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Chapter 12: Community Food Systems Resilience



Photograph 12.1. CSA boxes at Farm in the Dell, Moorhead, MN.
Source: Farm in the Dell. (2018).

Samantha Gould, Dalton Hamm, Barambeer Okumu, & Luke Preussler

The focus on local, sustainable food systems has grown in interest throughout the United States in recent decades. Moorhead is no exception. Through the hard work of local food advocate networks like Cass-Clay Food Partners, Ugly Food of the North, Great Plains Food Bank, and many others, the local food movement continues to gain momentum. Food access, food security, and food sovereignty are important elements to the overall integrity and viability of the system. Addressing issues like equity, inclusion, and justice are at the root of the local food movement.

This chapter will identify the components of the local food system and provide specific examples. The development of the emerging local food system in Fargo-Moorhead is due in part to the committed work of the Cass-Clay Food Partners. This organization, along with Ugly Food of the North, will be discussed in detail. Additionally, sources of food and types of food will be explored and include an asset map. Lastly, this chapter will look at system resilience and vulnerabilities.

Components of the Local Food System

According to the Metropolitan Council of Governments, local food is regionally produced within 400 miles of a specific locale (2013). Local food systems include the following areas: production, infrastructure, markets, and consumers. There are two ways that local food moves from production through the food infrastructure to market and eventually to the consumer. Figure 12.1 illustrates the direct to consumer path of food systems distribution.



Figure 12.1. Direct to Consumer Model
Source: Metro COG. (2013).

The most common example of this type of food system is the farmers market. The Moorhead Farmers Market launched in 2018 and is an excellent complement to the more established Red River Market in downtown Fargo. Less common in this model is community supported agriculture (CSA). Farm in the Dell of Moorhead, discussed in detail later, is an example of this type of direct to consumer food system.

Figure 12.2 shows the direct to retail/food services model. This model might include an institution (e.g. public school) purchasing direct from a grower. An example of this is locally sourced food used in food service at area schools.



Figure 12.2. Direct to Retail Model
Source: Metro COG. (2013).

This second model of local food systems is often less utilized due to lack of infrastructure and regulatory concerns. Examples of this model include cooperative retail stores like Prairie Roots in Fargo which opened in the summer of 2017. Prairie Roots Food Coop is committed to “healthy and local food, fairly priced to support a vibrant economy...a community owned grocery store that supports a sustainable food system” (2017).

Prairie Roots, through a partnership with Essentia Health, recently launched a program to encourage Supplemental Nutrition Assistance Program (SNAP) beneficiaries to shop the Coop. The program allows electronic benefits transfer (EBT) purchases in the amount of ten dollars to receive an additional ten dollar voucher from Essentia for future purchases of fruits and vegetables at the store.

Local Food Systems Commission and Action Networks

The local food movement in Fargo-Moorhead enjoys support from many dedicated individuals and organizations committed to alleviating hunger, reducing food waste, caring for the environment, and providing access to healthy, tasty, local food. Two examples of this formal food advocacy are Cass-Clay Food Partners and Ugly Food of the North.

Cass-Clay Food Partners. In 2010, the sister cities of Fargo-Moorhead formed an organization called the Cass-Clay Food Systems Initiative, in an attempt to bring about partnership, networking and security in their communities. The group’s stated mission declaration reads as follows: “To improve all levels of our community food system to assure that residents have access to safe, nutritious, affordable and culturally based foods” (City of Fargo, 2018).

Goals:

1. To create an inclusive, well-connected food system.
2. Provide equitable access to safe, nutritious, affordable and culturally appropriate food.
3. Create opportunities to achieve a healthy lifestyle and reduce risk of chronic diseases.
4. Promote self-sufficiency through food skills education and production opportunities.
5. Create a framework that allows for shared leadership where all interested citizens can come together to achieve our goals.

From this organization, many changes have been brought about in the area such as emerging businesses, markets and farms, as well as non-profit organizations who channel their effort into building and maintaining communal gardens, providing educational seminars on food care and sustainability, promoting a socially cathartic outlet for residents to come together to socialize, and to educate each other and to form bonds amongst each other. As time went on, the Fargo-Moorhead food systems have evolved alongside their instigator, the Cass-Clay Food Partners. In 2015, the CCFP formed a commission, where in turn, it gained governmental access and backup. The current CCFP Board of Commissions is currently striving to bring about an

inter-governmental awareness to not only Moorhead, but also to five other local jurisdictions, (Cass and Clay Counties, West Fargo, Fargo and Dillworth). Jurisdictional leaders are appointed by each area they represent, and five at-large members are also assigned, usually recommended in by the Steering Committee and agreed upon by the rest of the Food Commission members. Each representative serves a two-year term, and meetings conducted happen bi-monthly (City of Fargo, 2018).

Currently, the Cass-Clay Food Partners Initiative is divided into three main flowing divisions:

- Cass Clay Food Partners Steering Committee: An advisory committee of key government agencies and local food systems experts.
- Cass Clay Food Commission: A local policy board representing the six jurisdictions.
- Cass Clay Food Action Network: Network of community organizations and individuals working together to accelerate food system progress.

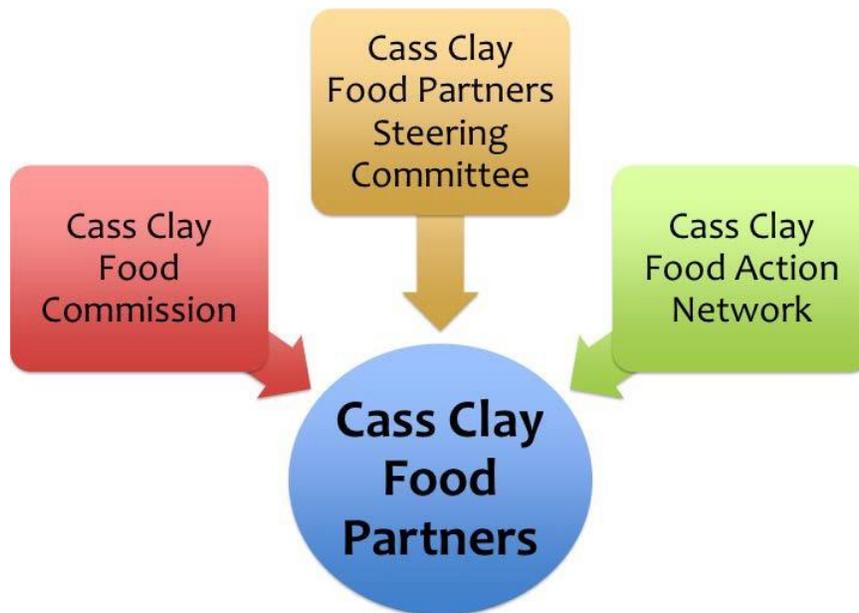


Figure 12.3. Organizational Structure of Cass-Clay Food Partners, Fargo, ND.
Source: City of Fargo. (2018).

Ugly Food of the North. Recognizing that the Cass-Clay Food Commission benefits from visible, public outcomes related to policy (Harden, 2018), the Cass-Clay Food Partners linked arms with Megan Myrdal and Ugly Food of the North as the action network of the Cass-Clay Food Partners.

Inspired by a video segment on YouTube documenting the vast amount of food wasted in the United States, Jeff Knight, Megan Myrdal, and Gia Rassier, a group of friends living in the Fargo-Moorhead area, were intrigued to find out that 40% of food resources were wasted each year. All the while 50 million Americans were living in households with insufficient quantities of food. Learning that a considerable amount of the wasted food included perfectly good fruits

and vegetables that never made it to grocery stores or farmers markets because of their non-aesthetically pleasing qualities, this group of friends decided they needed to take action. They created an event with cooperation from local farmers markets, which they called “Ugly Food of the North,” derived from the concept of the unwanted produce that caught their attention (Ugly Food of the North, 2018).

Encouraging vendors to bring produce they normally would not sell, and asking people to purchase this produce and make a dish in preparation for a community potluck, the Ugly Food of the North event was a success. With over 100 attendees, who were interested in knowing more about the project, the organizers of the event decided to continue their efforts to create a more sustainable food system in the area. Since the first occasion, the Ugly Food of the North has now held 23 events consisting of educational community potlucks, a popup farmers market, a documentary screening, as well as multiple panels featuring farming, composting and urban agriculture experts from the area.

In addition, the Ugly Food of the North launched a project titled Little Free Garden. The first event, with contributions from community members and student volunteers from Habitat for Humanity took place in April of 2016 at Concordia College in Moorhead. At the event, 56 little free gardens were built, each brought home with individuals from across the community. A year later, with support from the Creative Plains Foundation, the Ugly Food of the North were able to host a free event called Terra Madre. With the intention of celebrating local food, they incorporated many activities from their previous events such as a community art project for Little Free Gardens that eventually also found homes.

Furthermore, the Ugly Food of the North’s projects have expanded beyond the Fargo-Moorhead area. With the help of a national cycling team, five more Little Free Gardens were built and placed across the community including the Rourke Art Museum and Prairie Roots Food Co-op. Within the following months, a spark of interest in Little Free Gardens was emerging and they partnered with an e-commerce company, “Fargo Stuff” to send Little Free Garden registration kits anywhere in the world. Correspondingly, Ugly Food of the North partnered with the Longspur Prairie Foundation and created Moorhead’s first community orchard. Located on a private residence, food grown in the front yard and the Little Free Garden taken care of by the homeowner was designed to be harvested and enjoyed by anyone who wants or needs it with public visitation during daylight hours.

For anyone interested in engaging in discussion about important food topics in the Fargo-Moorhead area, the Ugly Food of the North in association with Cass/Clay Food partners hold monthly events open to the public featuring a speaker lineup.



Photograph 12.2. Ugly Food on Display at Market, 2017, Moorhead, MN.
Source: Ugly Food of the North. (2018).

Food Sources and Types in the Moorhead Area

Community Supported Agriculture (CSA). A popular direct to consumer model of local food systems, the CSA model brings farmers and share members together in the food production process. Farmers and their members seek to create community around the growing process, often including events for members on the farm and including them in the work of agriculture. Members purchase a “share” in the produce of the farm and the farmer fills weekly or bi-weekly shares during the growing season. The liability for the season is shared by farmer and member.

Two notable CSAs in Moorhead are Woodchuck Community Farm and Farm in the Dell Red River Valley. Farm in the Dell seeks to provide meaningful employment for persons with disabilities as a part of its mission. 2019 seasonal shares are available at \$395 for a full share (weekly) and \$240 for a half share (bi-weekly).

Restaurants and Food Trucks. The FM Chamber of Commerce lists 75 restaurants in the Fargo Moorhead area (2018). Other sources estimate the number at approximately 300 (Yelp, 2018). Rustica, in downtown Moorhead, is highly rated for its seasonal fares. Usher’s House, with plans to reopen in a new location, is another Moorhead restaurant. Additionally, about one dozen food trucks seasonally operate in the FM area.

Farmers Markets. Moorhead Center Mall Farmers Market and Red River Market (Fargo). Junkyard Brewery in Moorhead also features a seasonal farmers’ market. SNAP benefits are accepted at Moorhead’s Farmers Market and the Red River Market.

Gardens. Community gardens in the city at various locations including two public schools: Robert Asp Elementary (orchard) and Ellen Hopkins Elementary. There are also “little free gardens” at multiple locations throughout the city. Ugly Food of the North also launched a private urban orchard in 2017 (Ugly Food of the North, 2018).

Stores. Prairie Roots Cooperative in Fargo is an area retail store with over 2,000 members in the FM area. There are numerous traditional retail grocery stores in Moorhead, including Hornbachers and Cash Wise Foods. Moorhead also offers several ethnic grocery stores: La Unica (Mexican), Moorhead Halal grocery, and West African Food Market.

Emergency Food. Dorothy Day House, a non-profit, faith-based charity in Moorhead operates a food pantry in coordination with Great Plains Food Bank. Ruby’s Pantry, sponsored locally by First United Congregational Church, distributes food at MN State in Moorhead once a month.

Asset Map

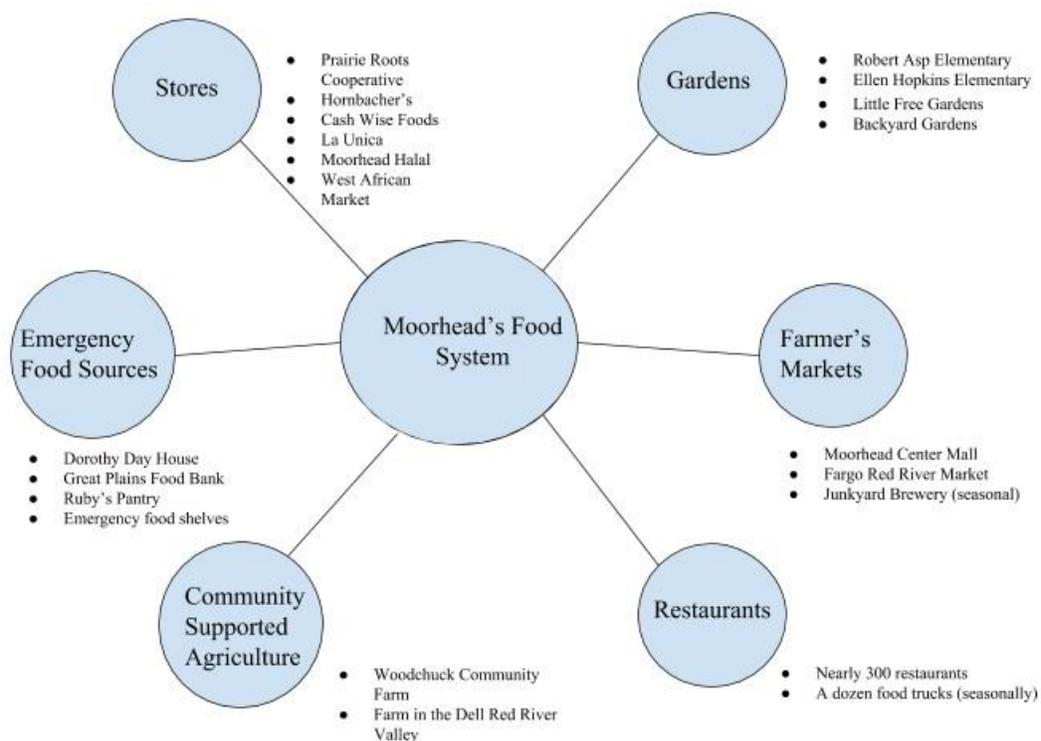


Figure 12.4. Food System Assets, Moorhead, MN.

Food System Relies on All of the Capitals

The Moorhead food system relies on all of the capitals to function correctly. No one capital is responsible for providing food to the community, but instead each capital is utilized to create the food system. Below are just a few of the many ways each capital is use in regard to the food system.

Natural Capital. Moorhead's resources allow for much of the food to be grown locally, either from outside Moorhead City limits or the surrounding area. This is in part due to the rich soil, accessible water from the Red River, and strong air quality that Moorhead has. Utilizing the natural capital in regards to the food system, the community has access to healthy accessible food that is locally grown. The proximity of the food source to the consumers also keeps the price of food more affordable because of less transportation cost.

Cultural Capital. Agriculture has long been a part of Moorhead's culture, from large farms and ranches to small self-sustaining families. This culture of providing food, not only for the Moorhead community but to export elsewhere, keeps the food system at the forefront of many people's minds. One example of this would be through selling or buying fresh foods from the local farmer's markets and stores. Buying local, and sometimes organic, foods is important to many on the community. The desire to support the local farmers and ranchers is evidenced by the local attitudes towards the food system.

Human Capital. Human Capital plays a large role in the food system for the Moorhead community because it is the people that make the system effective. The local people are the ones who are growing the food, transporting and selling it, and promoting healthy eating habits. With the multiple colleges in the area, people are able to get an education on not only food production but distribution, business, nutrition, and countless other areas of expertise that help to build the food system into what it is. Combined with the local knowledge and experience of the Moorhead community, the food system is a well understood and operated system that seems to be continually improving.

Social Capital. The connections that people with the community have to each other is strong, which in turn contributes to the food system. Many organizations already mentioned work to ensure all community members have access to food and several organizations promote healthy eating habits and proper nutritional balances. These organizations bring together people who may be in need of assistance with resources that are able to help. There is also a great amount of social capital being used when local farmers are able to their foods to markets or stores in the community because it is connecting them to the consumers. Either by direct interaction or by the consumers simply understanding that their food was locally grown, there is bridging and bonding taking place.

Additionally, networks like Growing Together Fargo, a project of the Rural Immigration Network, builds social capital among new Americans and long-term residents of the community. Growing Together focuses on building relationships through community gardening and emphasizing access to healthy food (Rural Immigration Network, 2018). This type of work builds both bridging social capital and bonding social capital around local food.

Political Capital. The Moorhead government allows for locals to have a voice in matters concerning the community, including the food system. This is important because the community members can have influence on the political powers that preside over Moorhead. An example of this would be the Cass Clay Food Partners who strive to build a strong food system that serves

everyone in the community. They want to work with the local people, create partnerships, and do community activities to make to food system better. Through just this one example, the local community members are given the opportunity to take part in building what the local government is doing.

Financial Capital. A significant amount of Moorhead’s economy is based on the food system which includes production, distribution, transportation, and retail of foods. There is a demand from the consumers for foods, which many community members prefer local and/or organic foods, and there is a supply from the areas around Moorhead. As previously stated, having access to local food help keep the cost affordable and there are organizations whose mission it is to help those who may need assistance in getting access to food. There is a population within Moorhead that is at or below the poverty line, where having the finances for food is not always there. Organizations and programs in Moorhead are working to meet these needs.

Built Capital. Built capital is important for the food system because it provides a place to store or sell food to the community and is the physical infrastructure to transport the food where it needs to go. Moorhead is not limited to only a few outlets where food is sold. There are multiple stores, farmers market, and areas where community members can buy their foods. These places are spread throughout the city which makes them more accessible. The two interstates and the highways in the area, along with the railroad system provide quick transportation routes for moving foods out of the city to be sold elsewhere and bring foods into the city. It is not realistic to believe that Moorhead could provide 100 percent of its own food supply so it makes sense that some products would be shipped out of the city and others shipped into Moorhead. The Built Capital provides a space for the food system to operate.

Food Systems Resilience

Food systems resilience may be defined as “[the] capacity over time of a food system and its units at multiple levels, to provide sufficient, appropriate, and accessible food to all, in the face of various and even unforeseen disturbances” (D.M. Tendall et al., 2015, p.19). The following formula may be used to calculate a system’s resilience:

$$R = S * A * H$$

where, R = level of community resilience

S = number of systems in the community addressing resilience

A = number of asset indicators available to respective systems

H = number of hazards for which community systems have prepared

Given the assets described above, and the capitals identified within the community capitals framework with regard to food systems, Moorhead is poised to further develop a resilient food system. Vulnerabilities like natural disaster, disease, and economic downturns are mitigated by a strong, diverse food system. Moorhead is staged for a vibrant, sustainable local food system for the twenty-first century.

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